

# Memorandum



**Date:** August 29, 2014  
**From:** Wendy Boje, Executive Director  
**To:** CASA Directors & Alternates  
**Subject:** CASA Board Meeting – September 18, 2014

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10035 108 ST NW FLR 10  
EDMONTON AB T5J 3E1  
CANADA

Ph (780) 427-9793  
Fax (780) 422-3127  
E-mail [casa@casahome.org](mailto:casa@casahome.org)  
Web [www.casahome.org](http://www.casahome.org)

Attached are the draft agenda and briefing materials for the next meeting of the CASA Board of Directors, which is scheduled from **9.00am to 3:05pm** on Thursday, September 18, 2014. The meeting will be held at:

**Archives and Museum  
10425 – 99 Avenue NW  
Edmonton, AB T5K 0E5**

Due to scheduling of project team meetings there will be a supplementary package emailed out and also hard copies provided at the meeting.

We look forward to seeing you at the meeting.

Sincerely,

Wendy Boje  
(780) 231 - 5148

**Clean Air Strategic Alliance – Board Meeting  
Archives and Museum  
10425 – 99 Avenue NW  
Edmonton, AB T5K 0E5**

**September 18, 2014  
Draft Annotated Agenda**

<b>1.0</b>	<b>ADMINISTRATION</b>	<b>1</b>
9:00 – 9:30 (30 min)	<p><b>1.1 Convene Business Meeting and Approve Agenda</b> <i>Objective: Convene business meeting and approve agenda.</i></p> <p><b>1.2 Minutes from June 5, 2014</b> <i>Objective: Approve minutes from the June 5, 2014 board meeting.</i></p> <p><b>1.3 New Representatives</b> <i>Objective: Introduce and welcome new CASA board representatives.</i></p> <p><b>1.4 Electronic Approvals from July 2014</b> <i>Objective: Review the decisions approved via electronic means.</i></p> <p><b>1.5 Executive Director’s Report/Financial Statements</b> <i>Objective: Receive a report on secretariat activities, income and expense statements and provide any feedback.</i></p>	
<b>2.0</b>	<b>STRATEGIC PLANNING</b>	<b>2</b>
9:30 – 09:45 (15 min)	<p><b>2.1 Integrated Resource Management System (IRMS) - Stakeholder Engagement Analysis</b> <i>Objective: Receive a verbal update from Alberta Environment and Sustainable Resource Development on the IRMS stakeholder engagement analysis.</i></p>	
09:45-10:15 (30 min)	<p><b>2.2 CASA Three Year Review</b> <i>Objective: Receive a presentation on CASA’s 2014 Performance Evaluation and discuss :</i></p> <ul style="list-style-type: none"> <li>• <i>Perspectives on CASA’s performance for the last three years</i></li> <li>• <i>Feedback to consultant on possible recommendations to be reviewed at the December 2014 board meeting.</i></li> </ul>	
10:15-10:30 (15 min)	<b>BREAK</b>	

10:30 – 11:35 (65 min)	<b>2.3</b>	<b>CASA Three Year Review Contd.</b> <i>Objective: Discuss CASA's future in relation to stakeholder engagement (i.e. IRMS stakeholder review) and other collaborative opportunities</i>	
11:35 – 12:35 (1 hr.)		<b>LUNCH</b>	
	<b>3.0</b>	<b>GOVERNMENT INITIATIVES</b>	<b>3</b>
12:35 - 1:20 (45 min.)	<b>3.1</b>	<b>Alberta Environmental Monitoring, Evaluation and Reporting Agency (AEMERA),</b> <i>Objective: Receive an update on AEMERA's current status and activities and discuss linkages between AEMERA and CASA activities.</i>	
1:20 – 1:40 (20 min)	<b>3.2</b>	<b>South Saskatchewan Regional Plan (SSRP) Air Management Framework</b> <i>Objective: Receive a presentation on the recently approved SSRP Air Management Framework.</i>	
	<b>4.0</b>	<b>PROJECT MANAGEMENT</b>	<b>4</b>
1:40 – 2:25 (45 min)	<b>4.1</b>	<b>Non-Point Sources</b> <i>Objective: Receive a presentation and seek approval of the NPS Project Charter.</i>	
2:25-2:35 (10 min)	<b>4.2</b>	<b>Status Reports</b> <i>Objective: To receive information on project activity.</i> <ul style="list-style-type: none"> <li>• Electricity Framework Review</li> <li>• Odour Management Team</li> </ul>	
	<b>5.0</b>	<b>COMMUNICATIONS</b>	<b>5</b>
2:35 – 2:55 (20 min)	<b>5.1</b>	<b>Communications Update</b> <i>Objective: Receive information from the Communications Committee with a debrief of the 20<sup>th</sup> Anniversary and initiatives for the remainder of 2014.</i>	
	<b>6.0</b>	<b>NEW/OTHER BUSINESS</b>	<b>6</b>
2:55 – 3:05 (10 min)	<b>6.1</b>	<b>New/Other Business</b> <i>Objective: Introduce new business and/or complete any unfinished business of the day.</i>	
	<b>6.2</b>	<b>Updated Mailing and Membership Lists</b> <i>Objective: Provide up-to-date information on CASA board members.</i>	
	<b>6.3</b>	<b>Evaluation Forms</b> <i>Objective: Provide time for board members to fill out their evaluation forms.</i>	

**Board Reception – Norm Mac Leod, Don Szarko & Al Schulz**

**Location:**            **Rocky Mountain Ice House**  
10516 Jasper Avenue (easy walking distance from the Board meeting location)  
Edmonton

**Time:**                4pm – 7pm

**Date:**                18<sup>th</sup> September 2014

## ***DECISION SHEET***

***ITEM:***                    1.2     **Minutes and Action Items from June 5, 2014**

***ISSUE:***                    Minutes from the June 5<sup>th</sup> Board meeting are subject to approval.

***STATUS:***                    Members have received the minutes from the June 5, 2014 Board meeting and are invited to report any errors or omissions to the Board at its September 18<sup>th</sup> regular meeting. Board members will be asked to give final approval to the minutes of June 5, 2014 and the final version will be posted to the website as per usual practice.

At the March 29, 2012 meeting it was agreed that the Board action items be reviewed immediately following the minutes.

***ATTACHMENTS:***        A.     Draft meeting minutes from June 5, 2014 Board meeting.  
                                  B.     Board Action Items

***DECISIONS:***            Approve the minutes from the June 5, 2014 Board meeting.

# *CASA Board of Directors*

**June 5, 2014**

**Edmonton, Alberta**

## **In attendance:**

### **CASA Board Members and Alternates:**

Humphrey Banack, Agriculture  
Ann Baran, NGO Rural  
Rob Beleutz, Mining  
Rick Blackwood, Provincial Government  
Environment  
Martin Chamberlain, Provincial Government  
Energy  
Claude Chamberland, Oil & Gas Large  
Producers  
Dawn Friesen, Provincial Government Health  
Brian Gilliland, Forestry  
Jim Hackett, Utilities  
Al Kemmere, AAMDC District 2 Director  
David Lawlor, Alternate Energy  
Yolanta Leszczynski, Chemical  
Manufacturers  
Keith Murray, Forestry  
Peter Noble, Petroleum Products  
Al Schulz, Chemical Manufacturers  
Chris Severson-Baker, NGO Industrial  
Rich Smith, Agriculture  
David Spink, NGO Urban  
Don Wharton, Utilities  
Bill Werry, Provincial Government  
Environment  
Ruth Yanor, NGO Industrial

## **Presenters:**

Randy Dobko, Jim Hackett & David Spink  
*Item 4.1 – Electricity Framework Review  
2013*  
Humphrey Banack & David Spink  
*Item 4.2 – Odour Management*  
David Lawlor & Rich Smith  
*Item 5.1 – Risk Management Framework*

## **CASA Secretariat:**

Celeste Dempster  
Sarah Hanlon  
Robyn Jacobsen  
Norman MacLeod  
Michelle Riopel

## **Guests:**

Martina Krieger, ESRD  
Ahmed Idriss, Capital Power Corporation  
Randy Dobko, ESRD  
Njoroge Ngure, TransCanada  
Srikanth Venugopal, TransCanada

## **Regrets:**

Leigh Allard, NGO Health  
Brian Ahearn, Petroleum Products  
Bill Calder, NGO Urban  
Holly Johnson-Rattlesnake, Samson Cree  
Tom Burton, Local Government Rural  
Linda Mattern, Provincial Government  
Health  
Audrey Murray, Provincial Government  
Energy  
Janis Seville, NGO Health  
Don Szarko, NGO Consumer Transportation  
Dan Thillman, Mining  
Martin Van Olst, Federal Government  
Tim Whitford, Local Government Urban  
Scott Wilson, NGO Consumer  
Transportation

**Clean Air Strategic Alliance  
Board of Directors Meeting  
June 5, 2014**

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**Executive Summary**

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CASA's financial stability and capacity to plan beyond the short term improved significantly with the receipt of \$850,000 in new core funding from Alberta Energy on April 15<sup>th</sup>, 2014. With the new funds, CASA will have the core resources required to provide support to projects through Dec. of 2015 (approx.).

The CASA Secretariat facilitated a structured discussion of the 2013 Performance Measures Committee Report as requested at the March 13, 2014 Board meeting. This enabled the Board to delve deeper into some of the measures and indicators currently in place and discuss their strategic implications for CASA.

The 2013 Electricity Framework Review (EFR) Team presented their interim report to the Board, and described key points where the team agreed to disagree. Appended to the report are more detailed accounts of the various perspectives of potentially impacted parties.

The Board received a presentation from the Odour Management Team outlining three task group budget scenarios together with a description of work that could be achieved with each scenario. The Board was advised that the level of detail that can be achieved in the work of the remaining task groups will reflect the resources available.

The Board received two status reports: NPS Project Charter Working Group and CASA & Alberta Airshed Council (AAC) Joint Standing Committee.

The Board received and approved a CASA Risk Management Framework/Risk Management Plan developed by a Board working group.

Three key communications initiatives that represent the culmination of many months of work by the Secretariat and the Communications Committee were presented. Together they are anticipated to elevate awareness of CASA as an organization and mark its contribution to air quality in Alberta.

The next Board meeting will take place on September 18, 2014 in Edmonton.

**Clean Air Strategic Alliance  
Board of Directors Meeting  
June 5, 2014**

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**Draft Minutes**

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1 Administration

**1.1 Convene Business Meeting and Approve Agenda**

David Lawlor convened the meeting at 9:20am and the agenda was approved by consensus.

**1.2 Minutes and Board Action Items from March 13, 2014**

The minutes and action items from the March 13, 2014 were approved by consensus with the following corrections and observations:

Item 2.1 Statement of Opportunity – NPS

The Board agreed that the reference to making a presentation on NPS modeling should have been shown as an action item, but would be better directed to an NPS Project Team, if and when a team is convened.

Item 3.2 Status Report – Electricity Framework Review:

**Wording change from:**

In addition to the status report provided, Don Wharton gave a verbal update of the team's most recent meeting on February 24, 2014. The team spent much of their time discussing whether the *Emissions Management Framework for the Alberta Electricity Sector* should be opened for a full structural review. A full review would be triggered by either the economic trigger or the environmental trigger (Recommendations 34 and 25) being exceeded. There is general agreement that the team is unlikely to reach consensus on the economic trigger

**To:**

In addition to the status report provided, Don Wharton gave a verbal update of the team's most recent meeting on February 24, 2014. The team spent much of their time discussing whether the *Emissions Management Framework for the Alberta Electricity Sector* can be opened for review. A full review would be triggered by either the economic trigger or the environmental trigger (Recommendations 34 and 25) being exceeded. There is general agreement that the team is unlikely to reach consensus on the economic trigger

### **1.3 Executive Director's Report/Financial Statements**

Norm informed the Board that CASA's stability and capacity to plan beyond the short-term improved significantly with the receipt of \$850,000 in new core funding from Alberta Energy, enabling CASA to operate until the end of 2015. Norm also noted that there is a need to conduct the periodic (once every three years) CASA evaluation this Fall, which will require caucuses to assess CASA's value and describe any required changes to the organization and/or its work in the future.

Funding at a project level is an ongoing challenge. The Odour Mgt team in particular requires more external funds if the proposed task groups are to be convened. At the last Board meeting it was suggested that, going forward, project charters should identify both the costs and sources of funding for future projects.

The status of the CASA Data Warehouse remains unclear because of the continuing roll-out of the Alberta Environmental Monitoring, Evaluation and Reporting Agency (AEMERA). The Data Warehouse is a significant repository of air quality information but, in practice, CASA does not have any management responsibility for its continued operation. The Operations Steering Committee was set up in 1998 to provide overall direction for the monitoring system. A decision will need to be made soon at the Board level in relation to the OSC's status (i.e. is it to be disbanded?).

After months of hard work and effort the "reskinning" of the website and the updating of content is nearing completion. The website has a fresh, clean, modern look and feel. This coincides with the significant work this year to increase awareness of CASA as an organization and the Alliance's body of work over the last 20 years.

Norm advised the Executive Committee and the Board that he will resign in September of 2014, after which there will be a need to recruit a new Executive Director. The timing of the resignation was purposeful, with regard for the upcoming CASA evaluation and the related discussion about CASA's future. David Lawlor thanked Norm on behalf of the Board and remarked that it would be Norm's last Board meeting in his current position.

## **3 Strategic Planning**

### **3.1 Performance Measures Discussion**

At the March 2014 CASA Board meeting, the Performance Measures Committee (PMC) presented the 2013 Performance Measures Committee Report, which included the results from 2013 performance measures and indicators. The Board commented that the report provided useful information that can help the Board to evaluate CASA as an organization (performance measures) and to have a conversation about CASA's agenda (performance indicators). The Board decided that at today's Board meeting they would like to have an in-depth conversation about the performance measure and indicator results and discuss their strategic implications for

CASA. The Executive Committee highlighted two measures and nine indicators for the Board's consideration.

*Highlights from the Board's discussion:*

Measure/Indicator	Board Discussion Highlights and Next Steps
<p>Percentage of objectives from the Strategic Plan listed as in progress or complete (according to the Secretariat's colour coded rating system).</p>	<ul style="list-style-type: none"> <li>– 81% of the objectives from the Strategic Plan are currently being worked on – 6 objectives from Goals 3 and 4 relating to communications are not.</li> <li>– At the strategic planning retreat in 2011, Goals 1 and 2 were identified as priorities for CASA.</li> <li>– The target for this measure is 100% which implies that there are no priorities. Target may need to be revisited.</li> </ul> <p><i>Next Steps: The information from this measure should be considered during the next review of the Strategic Plan to ensure that the Plan reflects CASA's focus and the suitability of the target for the measure.</i></p>
<p>Degree of CASA members, partners and stakeholders' satisfaction with CASA.</p>	<ul style="list-style-type: none"> <li>– The CASA Stakeholder Satisfaction Survey is delivered every 3 years. Overall satisfaction is calculated using an average of 7 survey questions. These questions have been used since 1995.</li> <li>– The Board felt that overall satisfaction was low (50%), since satisfaction of stakeholders is a critical measure for CASA.</li> <li>– It was noted that teams are surveyed annually and satisfaction from those members is much higher overall.</li> </ul> <p><i>Next Steps: This measure should be revisited by the PMC in terms of:</i></p> <ul style="list-style-type: none"> <li>– <i>Are the 7 questions asked providing useful information?</i></li> <li>– <i>In calculating overall satisfaction, should all 7 questions be given equal weighting?</i></li> <li>– <i>Should the survey be delivered more frequently (i.e. annually)?</i></li> <li>– <i>Is the target providing useful results (i.e. would a trend analysis be more useful)?</i></li> </ul> <p><i>The 7 questions should be analyzed individually to determine if there are specific issues that CASA can focus on to improve the satisfaction of its stakeholders.</i></p>
<p>The change in flaring and venting associated with solution gas, well test and coalbed methane.</p>	<ul style="list-style-type: none"> <li>– The increase in flaring and venting is of increasing concern for the NGO sector. NGOs are following up with the GoA and the Alberta Energy Regulator.</li> <li>– CASA could explore the opportunity for further work in this area.</li> </ul> <p><i>Next Steps: The Board should consider this information during strategic planning as they discuss CASA's ongoing agenda.</i></p> <p><i>The PMC should review this indicator to ensure it is providing the most useful results. They should consider if it may be more appropriate to use conservation efficiency rather than the change in flaring and venting as an indicator.</i></p>

<p>Objective: Improve air quality in Alberta. -There are six indicators under this Objective.</p>	<ul style="list-style-type: none"> <li>- The 6 indicators under this objective look at various air quality aspects for the province.</li> <li>- The data needs to be explored in greater detail to determine if it is indicative of a problem. The data could be used to answer particular questions such as ‘Is there any issue with NO<sub>x</sub> and O<sub>3</sub> in urban areas?’.</li> <li>- In continuing to explore the data, the Board will likely not reach consensus on all the issues, but all would benefit from such a conversation. This type of data analysis could be used to shape CASA’s future agenda.</li> <li>- A background document about the current regulatory landscape and gaps would significantly add to this conversation.</li> </ul> <p><i>Next Steps: It would be useful to have additional analysis of the data.</i></p> <p><i>A review and gap analysis of current regulatory frameworks in Alberta is needed, although the Secretariat does not currently have the capacity to produce such a document. This document would contribute to CASA’s ongoing strategic discussion and identify where CASA has a role to play in filling gaps.</i></p> <p><i>The PMC should review the wording of the objective for clarity.</i></p>
<p>The percentage of monitoring stations and/or parameters implemented from the 2009 Ambient Monitoring Strategic Plan (AMSP).</p>	<ul style="list-style-type: none"> <li>- CASA spent a significant amount of time developing the AMSP.</li> <li>- The province needs reliable, credible data.</li> <li>- The JSC developed a document outlining roles and responsibilities as well as a gap analysis of the current air quality management system which has been shared with AEMERA. (The JSC is coordinating a meeting with AEMERA.)</li> <li>- This could be an opportunity for CASA to support the work of AEMERA as well as to help address local airshed concerns.</li> </ul> <p><i>Next Steps: AEMERA will be providing an update at the September CASA Board meeting. At this time, the Board should make it clear that:</i></p> <ul style="list-style-type: none"> <li>- <i>It is expected that the AMSP will be incorporated by AEMERA as it implements the provincial monitoring program.</i></li> <li>- <i>If this is not AEMERA’s intention, they should provide sufficient justification to the Board.</i></li> </ul> <p><i>The PMC should review if the way this data is presented is the most appropriate and useful.</i></p>
<p>Geographic percentage of province covered by airshed zone organization.</p>	<ul style="list-style-type: none"> <li>- See comments from previous indicator.</li> <li>- Under the federal Air Quality Management System (AQMS), Alberta will be required to have air zones covering 100% of the province. The GoA is expected to release a report by the end of the year describing how they plan to meet this requirement.</li> </ul> <p><i>Next Steps: The Secretariat should keep abreast of the GoA report.</i></p>

## 4 Project Management

### 4.1 Electricity Framework Review 2013

The 2013 Electricity Framework Review (EFR) Team presented their interim report to the Board. As the team explored the tasks outlined in their project charter, members reached an impasse on some key issues. The team subsequently prepared an interim report to clearly document key issues and identify points where the team agreed to disagree. Appended to the report are more detailed accounts of the various perspectives of potentially impacted parties.

The key areas of disagreement are:

#### GHG Regulations

There is no agreement on whether there are implications for the Framework created by the implementation of the federal GHG Regulations. There is no agreement on how to assess the implications of the implementation of the GHG Regulations.

#### Economic Review Trigger

There is no agreement on how to interpret the guidance given in Recommendation 35. There is no agreement on whether the “viability of the Alberta electricity sector” should consider the macro-level (electricity sector as a whole) or micro-level (plant and company).

#### Relevance of the Framework

There is no agreement on the factors that should be considered when determining if adjustments to the Framework are warranted. Specifically, there is no agreement on whether the Economic Review Trigger and the Emissions Growth Trigger should be the only factors that can create the need for a review.

The EFR team requested the following decision from the Government of Alberta:

The Government of Alberta needs to determine if adjustments to the Framework are warranted, the nature of those adjustments, and a description of the path forward as appropriate.

It should be noted that although the EFR team has been unable to make progress on the above elements of the Five-Year Review, there are some discrete tasks that are in progress as per Recommendation 29.

The Board’s discussion included the following highlights:

- There was concern that the team had been focussing on the impasse and hadn’t made sufficient progress on the 5 Year Review. The Board was reassured that the remaining 5 year review tasks are on track to be completed within the agreed upon timeframe.
- The wording of the decision requested implies that the Board is directing the GoA to do something. The Board can’t compel the GoA to do anything. There was agreement to change the wording of the decision from “needs to determine” to “should consider”.

***With the wording changes, the Board approved the EFR Interim Report and agreed to forward it to the Government of Alberta.***

## 4.2 Odour Management Team

Humphrey Banack, of the Alberta Federation of Agriculture, and David Spink, of the Prairie Acid Rain Coalition, provided an update on the work of the Odour Management Team to date and outlined three possible paths forward for the team's remaining work.

Highlights of the team's work to date include:

- Preparing workplans and forming three task groups to complete the work outlined in the project charter under complaints, odour assessment and health. All three task groups have been meeting regularly and are on budget and schedule.
- Scoping work under the four remaining areas of work in the project charter: prevention/mitigation, enforcement/role of regulation, education/communication/awareness, and continuous improvement.

The team has received \$165,000 in funding (\$150,000 from ESRD and \$15,000 from CAPP) which is sufficient to complete the work under complaints, odour assessment, and health as well as to assemble the team's final product (the Good Practice Guide). The team outlined three possible scenarios for the remaining areas of work, depending on what additional funding is available. The three scenarios were built on the following assumptions:

- The work under complaints, odour assessment and health will continue unchanged.
- The work under education/communication/awareness and continuous improvement is the same in each of the three scenarios. It will be completed at the team level and requires no additional funding.
- The work under prevention/mitigation and enforcement/role of regulation changes in each scenario both in the level of detail of the work that can be completed and how the work will be completed. Additional funding is required to complete work in these two areas.

The three scenarios can be summarized as follows:

- Scenario #1 – Status Quo: The team receives no additional funding. Under the remaining areas of work, the team will have a high level conversation and provide recommendations/advice about future work.
- Scenario #2 – “DIY”: The team receives \$20,000 in additional funding. Under the remaining areas of work, task groups will leverage expertise available at the team/task group level and hire a technical writer to compile the information into a summary report.
- Scenario #3 – Consultants: The team receives \$60,000 in additional funding. Under the remaining areas of work, task groups will prepare a final report with a high level of detail using a consultant who will complete a comprehensive review.
- The team strongly recommends Scenario #3 as the best path forward as it provides for the highest quality product in the timeliest manner.
  - The original budget estimate for the team was \$250,000-300,000. Scenario #3 would bring the budget to \$225,000 - \$25,000 less than originally predicted.

*Highlights from the Board's discussion:*

- It was noted that Scenario 2 would result in additional pressure on participating organizations' human resources, because the team would have to do much of the work themselves.
- There was discussion around the risk of not completing the work in the remaining areas identified in the project charter. It was noted that the finished product (i.e. the Good Practice Guide) would be less relevant if there are gaps. If we are to fulfill our vision for odour management in the province, we need each of these pieces to develop a comprehensive framework.
- The Board agreed that subject to funding being made available, Scenario #3 would produce the best product and is the best path forward. However, the team should not spend money that it does not have and the team was directed to continue to seek additional funding. The Board agreed to review this issue again in September and they are cognizant of the fact that this may extend the project team's timelines.
- The Executive Committee will investigate transferring some "orphaned funds" from past CASA projects and initiatives to the OMT. This will cover some of the additional budget required for Scenario 3.
- The Board noted that team funding is a recurring problem that needs to be addressed.

**Action: All Board members committed to raising the issue of the Odour Management Team's funding shortfall with their respective organizations.**

### 4.3 Status Reports

#### Non-Point Source Air Emissions

The Board received a status report with an update on non-point source air emissions (NPS) work. As per direction from the March 2014 Board meeting, the Secretariat has been working with the Executive and other interested parties to populate an NPS working group, which will be tasked to create an NPS Project Charter. Once members of the Working Group are known, it is expected that the first meeting will be held mid-June, with intent to deliver a draft Project Charter at the September Board meeting. The Industry caucus indicated that they have concerns around the timeline to develop the Project Charter, noting that it may not be realistic to complete the work in time for the September Board meeting.

In preparation for convening of the NPS Working Group, the Secretariat has also continued to meet with potentially interested stakeholders to: brief them on the history of the NPS file; describe and inquire about NPS issues of common interest, including the apparent convergence around certain tasks that emerged from the 2013 workshop; describe content and process of project charter development, and; to determine their interest, capacity, availability to participate in project charter development.

#### CASA & Alberta Airshed Council (AAC) Joint Standing Committee (JSC)

There was a question as to whether the JSC will be engaging with the new Alberta Environmental Monitoring, Reporting and Evaluation Agency (AEMERA). The Secretariat is

meeting with AEMERA on June 13<sup>th</sup> to discuss coordination with the JSC as well as CASA more generally.

## 5 Strategic Planning

### 5.1 Risk Management Framework

The Risk Management Committee (RMC) has developed a Risk Management Framework, and subsequently, a Risk Management Plan, for CASA. The final versions of both documents were presented for the Board's approval.

With input from the Board, the RMC finalized a list of key risks for CASA. A probability and consequence matrix was used to establish a risk rating and prioritize risks according to their potential to affect CASA's goals and objectives. Based on the risk rating and expert judgment, CASA's key risks were categorized into high priority risks and low priority risks.

The RMC identified 8 high priority risks, for which they developed risk responses – the options and actions to reduce threats to CASA's goals and objectives.

As the RMC developed the risk responses, it became evident that there were some recurring actions that would reduce a range of risks. The RMC identified 4 actions that they deemed to be foundational for successful risk management at CASA and advised that efforts be focused on implementing these key risks responses.

As part of the strategic planning process, the RMC advised that the Risk Management Plan should undergo a comprehensive review every 3 years (on the same cycle as the Strategic Plan). To ensure that the risk management documents are on the same review cycle as the Strategic Plan, the RMC recommend that:

The Risk Management Framework and Plan be considered during the Strategic Planning exercise that will commence in 2015.

One point was raised during the Board's discussion, and that was to consider any linkages among the key risks that have been identified. The Board agreed that the interconnected nature of risks should be considered during the Strategic Planning exercise in 2015.

***The Board approved the Risk Management Framework and the Risk Management Plan and agreed to append the Risk Management Plan to CASA's Strategic Plan***

## 6 Communications

### 6.1 Communications Update

Norm reviewed three key communications initiatives that represent the culmination of many months of work by the Secretariat and the Communications Committee. Together they are anticipated to elevate awareness of CASA as an organization and mark its contribution to air quality in Alberta.

CASA's new website is now live, and subject to some fine tuning, the new site should provide a much more intuitive and satisfying experience for our stakeholders. The look is much

cleaner, consistent with our new branding standards and project page content has been standardized.

CASA is one of five finalists in the NGO category at the upcoming Emerald Awards. Preparation of the CASA application was an interesting exercise in itself, revealing the extent of the commitment of time and resources provided by CASA stakeholders in the last 20 years.

The CASA Speakers Series and Gala promises to be a noteworthy event, attended by many of our partners and supported with funds from both industry and government. NGOs have been very active in planning events through the Communications Committee. Invited speakers should provide a stimulating account of their front line experiences seeking to influence public policy in a broad range of circumstances, representing many different interests. The gala/reunion in the evening has seen registration from many key CASA stakeholders and staff dating back to CASA's inception.

## 7 New/Other Business

### **7.1 New/Other Business**

No new/other business was introduced.

### **7.2 Updated Board Mailing and Membership Lists**

Members were asked to provide the secretariat with up-to-date information on CASA Board membership.

### **7.3 Project Teams & Committee Membership Lists**

Members were asked to review the current list of members on project teams and committees.

### **7.4 Evaluation Forms**

Members were asked to complete evaluation forms for the June 5, 2014 meeting. These responses are valued and will be reviewed by the Executive Committee at its next meeting. The meeting adjourned at 3:05 p.m.

The next CASA Board meeting will be on September 18, 2014 in Edmonton.

## Board Action Items For Discussion – September 18, 2014

Action items	Meeting	Status
<p><b>1.6 - Proposed Schedule for 2014 Board Meetings</b> The Executive Committee will review the remaining 2014 Board meeting dates to determine if one or two meetings will be required and will provide a recommendation to the Board at the March meeting.</p>	December 12, 2013	Complete
<p><b>2.1 - Non-Point Sources Workshop Update</b> The Government of Alberta, in consultation with other interested parties, will champion the preparation of a Statement of Opportunity for discussion at the March Board meeting. Oct 22 workshop outcomes will inform preparation of the Statement. Drafts of the Statement will be shared with other interested parties.</p>	December 12, 2013	Complete
<p><b>2.1 – Non-Point Sources</b> Secretariat will work with stakeholders to initiate a NPS working group and develop a Project Charter, to be presented to the Board in September 2014.</p>	March 13, 2014	Ongoing – Project Charter to be presented at the September 18, 2014 Board meeting.
<p><b>3.1 – Performance Measures Indicators</b> The Executive Committee will schedule a structured discussion about the performance measure and indicator results at the June 2014 Board meeting.</p>	March 13, 2014	Discussion complete. Further actions to be done by the PMC and further insight forthcoming through the three year review.
<p><b>4.1 – Risk Management Framework</b> The final Risk Management Framework as well as the Risk Management Plan will be presented for the Board's approval in June 2014.</p>	March 13, 2014	Approved

Action items	Meeting	Status
<p><b>4.2 – Odour Management Team</b> All Board members committed to raising the issue of the Odour Management Team’s funding shortfall with their respective organizations.</p>	June 5, 2014	Ongoing

### Carried Forward

Action items	Meeting	Status
<p><b>1.4 – Executive Director’s Report/Financial Statements</b> Norm will develop a funding plan/options to address core funding beyond 2014, including partners other than the Government of Alberta, to share with the Board in spring 2014. (Based on the discussion on funding in Agenda Item 3.1, this plan should include options for project funding and the possibility of a more coordinated approach across projects.)</p>	September 19, 2013	Carried Forward.

## INFORMATION SHEET

**ITEM:** 1.3 New Representatives

**ISSUE:** Wendy Boje has been appointed as interim Executive Director of CASA and Secretary Treasurer of the Alliance.

**STATUS:** Wendy Boje has been appointed as the interim Executive Director of CASA whilst the CASA three year review is underway, effective July 2014. Wendy has been seconded from her role as Assistant Deputy Minister, Economic Policy from the Alberta Executive Council. As a member of the executive team in the Alberta Government, Wendy has had the opportunity to design and implement numerous strategies, effect governance changes, lead and manage the oversight required of Government organizations corporately and most recently active coaching on effective governance of various Government entities.

**ATTACHMENTS:** A. Biography of New Member(s)

**Biography**

**Executive Director**

**Wendy Boje  
Clean Air Strategic Alliance**

Wendy Boje has been appointed as the interim Executive Director of CASA whilst the CASA three year review is underway, effective July 2014. Wendy has been seconded from her role as Assistant Deputy Minister, Economic Policy from the Alberta Executive Council. As a member of the executive team in the Alberta Government, Wendy has had the opportunity to design and implement numerous strategies, effect governance changes, lead and manage the oversight required of Government organizations corporately and most recently active coaching on effective governance of various Government entities.

Prior to Wendy's appointment as Assistant Deputy Minister, Economic Policy of the Executive Council, she was Assistant Deputy Minister, Corporate Services and Executive Director of Corporate Business Support for Alberta Environment and Sustainable Resource Development. Throughout her career Wendy has held a number of corporate and program delivery management roles in six different Ministries and has also held a number of managerial positions in the strategic planning and policy realm.

Currently Wendy also occupies the chair of the North Saskatchewan Regional Advisory Council, developing recommendations that will form the advice to Government in the development of the regional plan. She is also a board member on the River Valley Alliance board. In addition, Wendy has also been a sessional instructor for the University of Alberta and is involved in a number of volunteering opportunities – Give a Shirt Society, Gramina Parent Council and Gramina School Foundation.

## INFORMATION SHEET

**ITEM:** 1.4 Board Electronic Approvals from July 2014

**ISSUE:** Several important decisions were sent to Board members for approval via electronic means.

**BACKGROUND:** The CASA Board has an Executive Committee that is comprised of a representative from each stakeholder group; government, industry and non government. Executive member Norm MacLeod resigned from his position in July 2014. Board members were asked to vote electronically to approve Wendy Boje as CASA Executive Director and Secretary Treasurer for the alliance.

With the resignation of signing officer Norm MacLeod there were no designated directors to sign cheques over \$5000. CASA bylaws require that new signing officers be approved by the CASA Board. The Board was asked to electronically vote to approve Wendy Boje and Sarah Hanlon as signing officers for the organization.

**ATTACHMENTS:** A. Board approvals for Wendy Boje and Sarah Hanlon.

**1. Do you authorize Wendy Boje to be appointed as a signing officer for CASA?**

		Response Percent	Response Count
YES		100.0%	24
NO		0.0%	0
answered question			24
skipped question			0

**2. Do you authorize Sarah Hanlon to be appointed as a signing officer for CASA?**

		Response Percent	Response Count
YES		100.0%	24
NO		0.0%	0
answered question			24
skipped question			0

**3. Your Name:**

	Response Count
	24
answered question	24
skipped question	0



**Q3. Your Name:**

1	Dan Thillman	Jul 25, 2014 8:24 AM
2	Al Kemmere	Jul 24, 2014 10:50 PM
3	Yolanta Leszczynski - CIAC Rep	Jul 24, 2014 1:40 PM
4	Linda Mattern Alberta Health	Jul 24, 2014 12:02 PM
5	Claude Chamberland	Jul 24, 2014 10:42 AM
6	Ann Baran	Jul 24, 2014 9:30 AM
7	Humphrey banack	Jul 24, 2014 7:34 AM
8	Brian Ahearn, Canadian Fuels Association	Jul 24, 2014 6:14 AM
9	Don Szarko	Jul 23, 2014 4:52 PM
10	Ruth Yanor	Jul 23, 2014 4:01 PM
11	bill werry	Jul 23, 2014 3:22 PM
12	Keith Murray	Jul 23, 2014 2:38 PM
13	Leigh Allard	Jul 23, 2014 2:21 PM
14	Rich Smith	Jul 23, 2014 2:10 PM
15	David Spink	Jul 23, 2014 1:51 PM
16	Chris Severson-Baker	Jul 23, 2014 1:46 PM
17	Audrey Murray	Jul 23, 2014 1:46 PM
18	Michelle Marshall for/Cheryl Baraniecki, Associate RDG, W&N EC	Jul 23, 2014 1:43 PM
19	Bill Calder	Jul 23, 2014 1:36 PM
20	Dawn Friesen	Jul 23, 2014 1:29 PM
21	Rob Beleutz	Jul 23, 2014 1:27 PM
22	Scott Wilson	Jul 23, 2014 1:25 PM
23	Martin Chamberlain	Jul 23, 2014 1:24 PM
24	Brian Gilliland	Jul 23, 2014 1:23 PM

## **INFORMATION SHEET**

**ITEM:** 1.5 **Executive Director's Report/Financial Statements**

**ISSUE:** 1. **Executive Director's Reports**

**ATTACHMENTS:** A. Executive Director's Report

**ISSUE:** 2. **Financial Reports**

**ATTACHMENTS:**

- B. Core Revenue and Expense Summary – June 30, 2014
- C. Consolidated Core Expenses – June 30, 2014
- D. June 2014 Revision Budget – June 30, 2014
- E. Eligibility for Stakeholder Support
- F. Stakeholder Support January 1 – June 30, 2014
- G. Legal Requirements Completed for 2014
- H. I/S – Increase minimum cheques for signatures over \$5000

# Executive Director's Report

## **1. Finance**

- Restated Budget for July provided as per practice. Significant shifts with restated budget focus predominantly in the communications section related to the increased expenditure in communications in relation to the 20th Anniversary Session and the CASA updated branding materials.
- Decreased expenditures occurred in the area of stakeholder honorarium.
- Salary and wages are lower due to delay in recruitment of communications staff. Expected decreases in salary wages should continue as Wendy's salary is paid by GoA, not CASA.

## **2. Communications**

- As noted in June, CASA was a finalist in the Emerald Awards for 2014, but unfortunately was not successful in the final award.
- The Annual Report is currently under draft.
- The 20th Anniversary Celebrations will be tabled later in the meeting materials.

## **3. Secretariat**

- Norman MacLeod remains on salary during his tenure of conducting the CASA Performance Review.
- Wendy Boje is covering the Executive Director role in this interim period of review until the Board determines the future of CASA and what needs there may be for leadership at CASA as well as staffing compliment.

## **1. Board and Standing Committees**

### **Board**

The next regularly scheduled Board meeting is September 18, 2014 in Edmonton.

### **CASA and Alberta Airshed Council (AAC) Joint Standing Committee**

On March 6<sup>th</sup> 2013 the JSC met with representatives from the Environmental Monitoring Group and ESRD, including Ernie Hui, to determine how the JSC can provide input and help to inform emerging policy. Following this meeting, the JSC prepared a letter for the environmental monitoring agency to express two requests:

1. To invite the environmental monitoring agency to meet regularly with the JSC as their work continues; and
2. To ask for their feedback about how the JSC could most effectively provide input to ongoing work.

The JSC received a response from Ernie Hui in July which noted that Ernie has met with many of the airsheds individually to discuss several of the issues raised in the JSC letter, including the role of community-based associations and the concern with respect to sustainable funding for airsheds. Ernie also mentioned that he would like to meet with the JSC again in early 2014. Coordination is underway to arrange a meeting between the JSC and the Alberta Environmental Monitoring, Evaluation and Reporting Agency (AEMERA).

### **Communications Committee**

CASA held its 20<sup>th</sup> Year Anniversary celebration on June 6, 2014. David Frum delivered a keynote speech at the symposium and other speakers included Doug Dempster and the Calgary Philharmonic Orchestra. The day-time event and the evening gala were a huge success! Thanks to all who were involved. The next Communications Committee meeting was on August 27.

### **Operations Steering Committee**

The OSC been awaiting the formal transition to AEMERA to occur and to receive guidance from AEMERA and ESRD about the CASA DataWarehouse allowing the OSC to make an informed decision around whether there is any future role for the Committee.

### **Performance Measures Committee**

The Performance Measures Committee prepared the 2013 annual PMC report, which was approved by the Board on March 14<sup>th</sup>, 2014. The PMC is doing further analysis based on the feedback from the June 2014 Board meeting.

## **2. Project Teams**

### **2013 Electricity Framework Review**

The EFR team has not been able to reach consensus on the need to review the Alberta Framework given fundamentally divergent views regarding what is required to allow changes to be made to the Framework. As such, the team prepared an interim report, requesting that the GoA consider if a review of the structure of the Framework is warranted and determine a path forward as appropriate. This report was accepted by the Board in June 2014. The team will continue to work on the remaining five year review tasks, as appropriate.

### **Odour Management Team**

The Odour Management Team was convened in June 2013. The project charter outlines seven areas of work for the team. The team is employing four task groups to undertake work under complaints, odour

assessment, health, prevention/mitigation and enforcement/role of regulation. Tasks groups regularly report on their progress to the team, who provide additional direction, guidance, and coordination. Education/communication/awareness and continuous improvement will be addressed at the team level.

In June 2014, the team provided an update to the Board on progress to date and requested assistance to address funding concerns as the team had not received the level of external funds originally predicted. The team, Secretariat and Board are working to address this issue. The team met on August 28th 2014.

### 3. Statement of Opportunity Development

#### **Non-Point Source Air Emissions**

At their March 2014 meeting, the Board directed the Secretariat to establish a working group to develop a project charter on NPS air emissions, to be presented to in September 2014.

Based on informal meetings with interested parties, and appointments from the CASA Executive, a multi-stakeholder working group of 11 members was convened. The group held their first meeting on June 23 in Edmonton. The group developed a draft goal and objectives, and began to brainstorm scope and deliverables.

The next meeting was a two-day workshop on July 31 & August 1. A number of group members expressed concern about the feasibility of presenting a Project Charter to the CASA Board in September 2014. To ensure that work is completed in a timely manner, members have committed to on-going liaison with their respective constituents to get feedback regarding the group's work.

### 4. Other Initiatives

#### **Guide to Managing Collaborative Processes**

The Guide to Managing Collaborative Processes is available online and the secretariat is developing a hard copy workbook.

#### **Strategic Planning**

Secretariat tasks from 2013 included reviewing and assessing the current Strategic Plan and developing a 2014 operational plan and a risk management plan. A Risk Management Framework and Plan were presented at the June Board meeting. The Board accepted both documents, which will be reviewed during the 2015 strategic planning exercise.

### **CASA Case Studies**

The CASA secretariat has been developing case studies that highlight the CASA process and significant accomplishment that have been achieved by project teams. Draft case studies have been written about the Electricity Project Team and The Flaring and Venting Project Team.

<u>Revenue</u>	<u>Amount</u>	<u>Note</u>
<b>Grants Carried Forward from 2008</b>	<b>\$578,248</b>	Includes Pre-payment for 2009 Operations from Alberta Environment
Grants Received in 2009		
Alberta Energy - 2nd Quarter Pre-Payment	<b>\$250,000</b>	Intended to be carried forward to future years
Alberta Energy - Annual Contribution	<b>\$1,000,000</b>	Intended for operations to March 31, 2010
<b>Total Grants Received in 2009</b>	<b>\$1,250,000</b>	
<b>Total Expenses 2009</b>	<b>-\$836,590</b>	Year-end actual
<b>Balance End of 2009</b>	<b>\$991,658</b>	
<b>Revenue 2010 -Alberta Energy</b>	<b>\$850,000</b>	For operations to March 31, 2011
<b>Total Expenses 2010</b>	<b>\$928,661</b>	Year end actual
<b>Balance End of 2010</b>	<b>\$912,997</b>	
<b>Revenue 2011-Alberta Energy</b>	<b>\$850,000</b>	For operations to March 31, 2012
<b>Total Expenses 2011</b>	<b>\$983,319</b>	Year end actual
<b>Balance End of 2011</b>	<b>\$779,678</b>	
<b>Revenue 2012-Alberta Energy</b>	<b>\$850,000</b>	For operations to March 31, 2013
<b>Total expenses 2012</b>	<b>\$1,010,114</b>	Year end actual
<b>Balance End of 2012</b>	<b>\$619,564</b>	
<b>Revenue 2013/2014- Alberta Energy</b>	<b>\$1,700,000</b>	Funding to December 2014
<b>Total expenses 2013</b>	<b>\$1,140,760</b>	
<b>Balance End of 2013</b>	<b>\$1,178,804</b>	
<b>Forecasted budget expense 2014</b>	<b>\$1,090,268</b>	Forecast
<b>Balance End of 2014</b>	<b>\$88,536</b>	Forecast
<b>Revenue 2014/2015- Alberta Energy</b>	<b>\$850,000</b>	Funding to December 2015
	<b>\$938,536</b>	Forecast
<b>Forecasted expenses 2015</b>	<b>\$1,000,000</b>	Forecast
	<b>-\$61,464</b>	Forecast December 2015

as of June 30, 2014

**Clean Air Strategic Alliance  
Consolidated Core Expenses  
June 30, 2014**

Expense Account	Expenditure to date	Budget January 2014	Revised Budget June 2014	variance % Jan to June Budget	% for Jan budget	% of Revised budget
<b>Supplies &amp; Services</b>						
Advertising	6,439	5,000	6,500	30	129	99
Bank and Finance Charges	783	1,650	1,650	0	47	47
Computers & IT	14,203	34,105	34,711	2	47	41
Courier	759	2,280	2,280	0	33	33
Depreciation						
Development- Stakeholders	0	0	0			
Furniture & Display	0	4,000	4,000	0	0	0
Office Reconfiguration	0		0	0		
Honoraria - Stakeholders	30,479	131,875	104,191	-21	23	29
Insurance	1,889	4,000	4,000	0	47	47
Meeting Expenses	14,143	29,770	32,770	10	48	43
Office Supplies	2,484	6,000	6,000	0	41	41
Print & Reproduction Services						
Annual Report	0	8,500	8,500	0	0	0
General	13,241	16,300	16,800	3	81	79
Repairs & Maintenance	147	500	500	0	29	29
Records Storage	2,083	2,597	2,920	12	80	71
Subscriptions	2,950	7,000	5,500	-21	42	54
Telecommunications	3,659	8,220	8,700	6	45	42
Travel						
Consultants	0	625	625	0	0	0
Stakeholders	27,151	55,684	57,617	3	49	47
Staff	13,208	26,700	26,310	-1	49	50
<b>Total Supplies &amp; Services</b>	<b>133,618</b>	<b>344,806</b>	<b>323,574</b>	<b>-6</b>	<b>39</b>	<b>41</b>
<b>Professional Fees</b>						
Legal Fees	0	3,000	3,000	0	0	0
Audit	10,000	10,000	10,000	0	100	100
Consulting Expense						
Alberta Environmental Network	7,000	21,000	21,000	0	33	33
Consulting for Board/Projects	103,915	84,500	115,328	36	1	90
<b>Total Professional Fees</b>	<b>120,915</b>	<b>118,500</b>	<b>149,328</b>	<b>36</b>	<b>102</b>	<b>81</b>
<b>Human Resources</b>						
Salaries & Wages	255,270	587,589	509,671	-15	43	50
Employer Contributions	16,825	23,104	20,776	-11	73	81
Group Benefits	13,816	34,383	29,427	-16	40	47
Group Retirement Savings Plan	19,483	47,007	39,307	-19	41	50
Performance Pay	0		0			
Employee Recognition	1,446	3,500	3,500	0	41	41
Staff Development						
Membership Fees	0	1,000	1,000	0	0	0
Training	4,569	14,000	8,000	-43	33	57
Temporary Staff & Contract Labour	4,960	2,500	2,685	7	198	185
Recruitment	0	2,000	3,000	50		
<b>Total Human Resources</b>	<b>316,369</b>	<b>715,083</b>	<b>617,366</b>	<b>-14</b>	<b>44</b>	<b>51</b>
Uncategorized expense	130					
<b>Total Expenses</b>	<b>571,032</b>	<b>1,178,389</b>	<b>1,090,268</b>	<b>-7</b>	<b>48</b>	<b>52</b>

Final	TOTAL INTERNAL	ADMINISTRATION	COMMUNICATIONS	BOARD	PROJECTS	STATEMENT OF OPPORTUNITY
<b>Supplies &amp; Services</b>						
Advertising	6,500		6,500			
Finance Charges	1,650	1,650				
Information Technology	34,711	34,711				
Courier	2,280	200	100	1,980		
Depreciation	-					
Development/Training	-					
Stakeholder	-					
Furniture & Display	4,000	4,000				
Office Reconfiguration	-					
Insurance	4,000	1,115		2,885		
Meeting - Meals	32,770		2,030	7,900	22,840	
Office supplies	6,000	5,000		1,000		
Honoraria - Stakeholder	104,191		3,775	11,964	88,452	
Telecommunications	8,700	6,900			1,800	
Photocopying/Printing	-					
Annual Report	8,500		8,500			
General	16,800	1,300	11,500	3,000	1,000	
Records Storage	2,920	2,920				
Repairs & Maintenance	500	500				
Subscriptions	5,500		5,500			
Travel	-					
Consultants	625			625		
Stakeholder	57,617		5,557	7,000	45,060	
Staff	26,310	8,500	4,000	6,500	6,810	500
<b>Total Supplies &amp; Services</b>	<b>323,574</b>	66,796	47,462	42,854	165,962	500
<b>Professional Fees</b>						
Accounting	-					
Audit	10,000	10,000				
Legal	3,000	3,000				
Consulting for Board/Projects	115,328	1,018	61,810	4,500	47,500	500
NGO coordination	21,000				21,000	
<b>Total Professional Fees</b>	<b>149,328</b>	14,018	61,810	4,500	68,500	500
<b>Human Resources</b>						
Salaries & Wages	509,671	163,095	30,581	86,644	224,255	5,096
Employer Contributions	20,776	20,776				
Group Benefit Plan	29,427	29,427				
Group RSP	39,307	39,307				
Temporary Staff	2,685	2,685				
Performance Pay	-					
Employee Recognition	3,500	3,500				
Recruitment	3,000	3,000				
Staff Development						
Membership Fees	1,000	175	300		525	
Training	8,000	8,000	-			
<b>Total Human Resources</b>	<b>617,366</b>	269,965	30,881	86,644	224,780	5,096
<b>TOTAL EXPENSES</b>	<b>1,090,268</b>	<b>350,779</b>	<b>140,153</b>	<b>133,998</b>	<b>459,242</b>	<b>6,096</b>



10035 108 ST NW FLR 10  
EDMONTON AB T5J 3E1  
CANADA

Ph (780) 427-9793  
Fax (780) 422-3127  
E-mail casa@casahome.org

## Eligibility for Support

Stakeholder support is available to members of CASA Working Groups and Project Teams who are:

1. designated to represent their sector;
2. requested by CASA to participate; and
3. not otherwise paid for their day.

Support can be extended to a stakeholder who is “not otherwise paid for their day” at the discretion of the Executive Director on the basis of demonstrated need.

*Every 6 months, the CASA Board of Directors will be given a list of individuals and groups who received stakeholder support from CASA in the previous six months.*

## Members of Working Groups, Project Teams and Board Members

### Honorarium

CASA stakeholders who are members of working groups or project teams and are eligible for stakeholder support can claim:

- an honorarium of \$250 for each full day meeting and \$125 for each half day meeting;
- an honorarium of \$313 for each full day meeting and \$156 for each half day meeting for co-chairs and Board members;
- \$106 for preparation/follow-up for each meeting;
- \$106 for travel if it takes more than a total of 3 hours to travel to and from a meeting.

*For example,* a member of a Project Team attending a one-day meeting would be eligible for a maximum honorarium of \$462 which includes \$250 for the meeting, \$106 for preparation/follow-up and \$106 for travel if it took more than a total of 3 hours to travel to and from a meeting. A member of a Project Team attending a two-day meeting would be eligible for a maximum of \$712 which includes \$250 for each meeting day for a total of \$500, \$106 for preparation/follow-up and \$106 if it took more than a total of 3 hours to travel to and from a meeting.

### **Number of Participants Eligible for Support**

Stakeholder support will ordinarily be provided to a maximum of 4 members of a Working Group or a Project Team who are eligible for stakeholder support. Stakeholder support can be provided to more than 4 members of a Working Group or Project Team at the discretion of the Executive Director.

### **Reimbursed Travel Expenses**

Members of working groups and project teams who are eligible for stakeholder support can claim reimbursement for travel expenses as follows:

*Travel:* Stakeholders are asked to make reasonable efforts to economize on their travel expenses.

Airfare, bus fare, vehicle rentals, taxi fare, parking – receipts required  
Mileage – \$0.505 per km for use of personal vehicle.

*Lodging:* Hotels, accommodations – receipts required  
Private accommodations - \$20.15/night (no receipt)

*Meals:* Upon submission of receipts, or without receipts as follows:  
*Breakfast* - \$9.20 if departure is earlier or return is later than 7:30 am  
*Lunch* - \$11.60 if departure is earlier or return is later than 1:00 pm  
*Dinner* - \$20.75 if departure is earlier, or return is later than 6:30 pm

*Incidental:* \$7.35 for each 24-hour period

## **Board Members**

Board members who are eligible for stakeholder support are entitled to an honorarium of \$156 for a half day meeting, \$313 per single day meeting, \$391 for an evening meeting, followed by a day meeting, and \$469 for a two day meeting for attending CASA Board meetings and Executive meetings. These amounts include preparation and travel time.

Board members can seek reimbursement for their travel expenses at the rates noted above.

## **CASA Committees**

This Policy on Stakeholder Support will be extended to other CASA committees at the discretion of the Executive Director. Examples of “other CASA committees” are subgroups of Working Groups and Project Teams; Board committees such as the Communications Committee; and ad hoc committees such as the Science Symposium Organizing Committee.

**Clean Air Strategic Alliance  
Legal Requirements Completed for 2014  
January 1 to June 2014**

<b>Description</b>	<b>Requirements</b>	<b>Completion Date</b>
Revenue Canada	Annual Filing of Return & Audited Financial Statements	February 14, 2014 (for 2013)
Annual General Meeting	Annual Meeting of Members of the Alliance.  Presentation of CASA's Audited Financial Statements	June 5, 2014  June 5, 2014
Revenue Canada – GST Return	Return Filed Quarterly	April 29, 2014
Revenue Canada – Payroll Deductions	Payment is made on about the 15 <sup>th</sup> of the month following	Feb 17/14- Ceridian- for Jan. Mar. 17/14- Ceridian- for Feb. Apr. 15/14- Ceridian- for Mar. May 15/14- Ceridian – for Apr. June 16/14- Ceridian – for May July 15/14- Ceridian – for June
Board of Directors Liability Insurance	Annual Payment for Liability Insurance	January 1, 2014 (for 2014)
Alberta Tax Return	Annual Filing	February 14, 2014 (for 2013)

**Information Sheet**

**ITEM:** Increase the minimum amount of cheques for signatures over \$5000

**ISSUE:** The \$5000 should be increased to keep current and reflect an inflation factor.

**BACKGROUND:** At the March, 1994 CASA Board meeting, it was agreed by consensus that signing authority on behalf of the Alliance be established such that:

- for cheques over \$5,000, one of two designated staff persons, combined with one of two designated directors, are required to sign.
- for cheques under \$5,000, two CASA staff persons, or one designated staff person and one designated director, are required to sign.

**STATUS:** On behalf of CASA, Board member Rick Blackwood, David Lawlor and Executive Director Norm MacLeod have been signing officers for cheques over \$5000

**Information:** *The Executive Committee Increased the signature limit for administrative purposes and to reflect inflation. The limit was increased to \$10,000.*

**Stakeholder Support  
January 1 to June 30, 2014**

<b>Name</b>	<b>Organization</b>
Kristi Anderson	Mewassin Community Action Council
Ann Baran	Southern Alberta Group for the Environment
Bill Calder	Prairie Acid Rain Coalition
Leonard Standing on the Road	Ponoka Fish and Game
Joseph Hnatiuk	Canadian Society of Environmental Biologists
Tom Marr-Laing	Pembina Institute
Janis Seville	The Lung Association
Chris Severson-Baker	Pembina Institute
Colin Soskolne	Prairie Acid Rain Coalition
David Spink	Prairie Acid Rain Coalition
Wayne Ungstad	Ponoka Fish & Game Association
Tim Weis	Pembina Institute
Ruth Yanor	Mewassin Community Action Council

Note: The above stakeholders received stakeholder support from CASA during 2014. This list also includes stakeholders who received travel support.

## DECISION SHEET

<b>ITEM:</b>	<b>2.2 CASA 2014 Performance Evaluation</b>
<b>ISSUE:</b>	<p>The Board requires clarification with respect to the steps it will take to conduct its tri-ennial Performance Evaluation. The evaluation is directed at: 1) determining CASA stakeholder commitment to continued participation in the Alliance; and 2) informing the development of an updated strategic plan to guide CASA operations over the coming years.</p>
<b>BACKGROUND:</b>	<p>CASA bylaws require members to evaluate the performance of the society every three years. This has been referred to as the CASA renewal process.</p> <p>The approach taken to conduct the evaluation has varied with each iteration (since 1997) but generally it has included: 1) the compilation of background information regarding CASA performance over the past three years, followed by 2) caucus-based or team-based review and analysis, followed by 3) a Board decision regarding continued member commitment to the Alliance</p> <p>Past evaluations revolved around the themes of relevance, effectiveness and value of CASA to stakeholders and the management of air quality in Alberta.</p> <p>The 2014 evaluation process is somewhat unique in that it is being conducted at the same time as the ESRD initiative – <i>Working with Others, Multi-stakeholder Organizations Review</i>. The results of the CASA evaluation are anticipated to inform, and draw on, the work of the ESRD review.</p>
<b>STATUS:</b>	<p>The CASA Executive Committee has initiated the 2014 evaluation and renewal process. Consistent with the general approach used in previous years, the process will consist of three parts:</p> <ol style="list-style-type: none"><li>1. Norm MacLeod has been asked to prepare a discussion document to inform Board discussions with respect to CASA renewal. This document will be presented at the September Board meeting. Given the significant preparatory work that was done in 2010, The Executive has asked Norm to bring forward relevant information from that review, as appropriate. Still, there have been many new developments in the past three years and these must also be reflected in the discussion document. The Terms of Reference for the document are appended.</li><li>2. Each stakeholder group—government, industry, and NGOs—will meet independently, following the September Board meeting, to discuss key questions posed in the discussion document and to determine caucus commitment to continued engagement with CASA. Caucus deliberations and subsequent submissions will be provided to the Executive Director by early November so that the caucus outcomes can be discussed at the November Executive meeting and an appropriate decision document can be prepared for Board consideration at the December meeting.</li></ol>

3. At the December Board meeting, each stakeholder group will report back on: (a) its views with respect to CASA successes, challenges, opportunities, value, effectiveness, and relevance; and (b) its willingness to recommit to CASA's renewal. This report back from Caucuses will form the basis for discussing the Board resolutions.

***DECISION:***

1. Approve the caucus-based process as described,
2. Direct the secretariat to assist in organizing the caucus meetings, and
3. Schedule a report from the three caucuses at the December Board meeting.

***ATTACHMENTS:***

Item 2.2 – Attachment A – CASA Performance Evaluation 2014 Terms of Reference.

## CASA Performance Evaluation 2014 Terms of Reference

Revised – August 2, 2014

### Background

Article 16 of the Clean Air Strategic Alliance bylaws is sometimes described as the “sunset clause”, intended to evaluate and reaffirm support for the organization. The clause reads:

*The performance of the Society will be evaluated upon the expiration of three years from, the date of its incorporation, or the date of its last performance evaluation by the Members of the Society.*

CASA’s first formal performance evaluation occurred in 1997. There were three stages in the process: one, Board members consulted with their stakeholder group to confirm support for CASA’s decision-making approach and its priorities; two, Board members held a workshop to present the results of their stakeholder meetings; and three, an action plan was developed that addressed communications planning, Board roles and processes, and ways to improve the effectiveness of project teams.

In 2001, a committee of four Board members conducted a more limited review. They considered the question: *Does CASA have the necessary elements in place to support its work?* The committee recommended that the Board renew the CASA mandate for an additional three year period and made some suggestions regarding funding.

In 2004, a steering committee consisting of one representative from each sector oversaw the performance evaluation. It was conducted by an independent evaluator, PAGE Management Counsel Ltd. The steering committee followed up on five areas for improvement recommended in the report.

In 2007, the CASA Board created a Performance Evaluation Committee to answer the question, “How effective is CASA in supporting the Government of Alberta in strategic air quality planning?” Three committee members contributed the equivalent of 20 full working days each - to preparation, interviews, meetings and report writing. The Board accepted the committee members’ report and forwarded their recommendations for consideration in the development of a new strategic plan.

In 2010, CASA completed the performance evaluation as part of a comprehensive 8 month strategic review. The review included: an E-scan done by the University of Alberta; the engagement of Foresight Canada to lead a Board strategic planning exercise; preparation of a mission review discussion document; and caucus workshops to review CASA performance. All of these elements culminated in a 2 day strategic retreat that resulted in a renewed member commitment to the Alliance and a new Strategic Plan.

## Observations

In conducting 5 previous performance evaluations, CASA members and staff have invested a great deal of time in the renewal process. While performance evaluation is a bylaw requirement, and revision of the strategic plan is an important undertaking at CASA, the Executive has suggested that CASA should be looking for efficiencies in the roll-out of the 2014 review.

These efficiencies could be found by:

- Drawing on the work of previous reviews. The 2010 review, in particular, contains many observations that are still very relevant and may simply need to be revisited and updated in light of developments over the last 3 years.
- Incorporating elements of the recently approved risk management plan. The plan provides useful guidance with respect to CASA governance and specific vulnerabilities.

- Preparing a discussion document that includes background, analysis and “SMART” recommendations with respect to key strategic challenges, for review by caucuses and for subsequent Board discussion and decision.
- Presenting the discussion document at the September, 2014 Board meeting, then setting an expectation that the evaluation will conclude at the following meeting in December.

- Spending caucus time on this file wisely, so that discussions are focused on the discussion document and so that an informed member consensus emerges between September and December.

## Terms of Reference and Deliverables

At the request of the Executive Committee, Norm MacLeod will prepare the referenced discussion document, under the committee’s direction. In preparing the document he will consult with CASA Board members, so that the most current stakeholder concerns are considered. While it is acknowledged that this review is directed at meeting CASA bylaw and planning requirements, it may also inform and draw on the current Alberta ESRD initiative – Working with Others in IRMS, Multi-stakeholder Organizations Review.

1. The discussion document will address, at a minimum, the following elements:
  - An evaluation of CASA performance against the 2010 renewed member commitment to the Alliance, as expressed in the 2010 Strategic Plan (and in related documents)
  - CASA’s role and mission within the current landscape of stakeholder engagement in Alberta and in comparison with other engagement opportunities (e.g. the Alberta Water Council, Air shed groups, RAC’s, etc.)?
  - CASA’s effectiveness (including record of implementation) and CASA’s contribution to natural resource management planning and policy development in Alberta.
  - CASA’s potential agenda over the next strategic cycle (i.e. 2015 – 2017)
  - Consensus vs. Non-consensus outcomes (including value, implications and mechanisms)

- The organization and function of the Secretariat, Executive, Board and Project Teams
  - Board membership and related representation
  - Stakeholder/member capacity
  - Funding for both 1) core functions and 2) project team work
  - Key challenges (i.e. risks and opportunities)
2. Where appropriate the document will offer recommendations for the Board’s consideration. In other instances, key questions may be posed to promote discussion.
  3. Previous iterations of the Performance Evaluation would have benefitted from recommendations to establish ongoing mechanisms to implement findings. This requirement will be addressed in the document.
  4. As per the wording used in the 2010 review, the document will explicitly pose the question to members, “Is there still value in CASA and its approach?”
  5. The final discussion document will be available for Board distribution by September 10, 2014. A draft for Executive Committee review will be provided by September 2, 2014.
  6. Norm MacLeod will provide a presentation, outlining key elements of the document at the September 18, 2014 Board meeting, and will remain available for follow-up with the Executive and Board members through to Sept. 30, 2014.

The discussion document and the Sept. 18 Board presentation should “set the table” for individual caucus meetings in the Fall, and a subsequent Board meeting in December to determine if all members are committed to CASA renewal, and on what basis.

# **PERFORMANCE EVALUATION 2011 – 2014**

**September, 2014**

**The Clean Air Strategic Alliance**

Prepared by Norman MacLeod

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## INTRODUCTION

Article 16 of the Clean Air Strategic Alliance (CASA) by-laws contains the following requirement;

*The performance of the Society will be evaluated upon the expiration of three years from, the date of its incorporation, or the date of its last performance evaluation, by the Members of the Society.*

Three years having passed since CASA last conducted a performance evaluation, the Executive Committee has initiated a process to engage all Board members in evaluating CASA's relevance, effectiveness and value to Alberta's air quality management system and engaged stakeholders. Norman MacLeod, former Executive Director at CASA, was asked by the Executive Committee to prepare a discussion document, drawing on CASA records and experiences from 2011 through 2014. The Terms of Reference (Appendix A) for this document include a requirement to provide background, analysis and, where appropriate, recommendations with respect to key strategic challenges. The document is intended to provide a base of information that stakeholders can use to assess CASA's performance and discuss future commitments.

Traditionally, performance measurement at CASA is meant to track the overall performance of the organization as well as progress made towards CASA's vision, mission and goals as described in the Strategic Plan. This document distinguishes between the various dimensions of CASA performance, while focusing on specific concerns and priorities identified by Board members over the past three years, viz.:

**Strategic Plan Performance:** evaluation of the work done by CASA related to each of the plan's four goals and associated objectives.

**Functional Performance:** evaluation of the extent to which CASA actually uses, or should use, a collaborative, consensus-based approach in developing policy advice.

**Institutional Performance:** evaluation of the performance of CASA bodies (note – evaluation of Project Team work is reflected in Strategic Plan delivery, functional performance and stakeholder satisfaction).

**CASA's Contribution to Integrated Resource Management:** evaluation of the utility and "fit" of CASA's work within Alberta's IRM system, and CASA's relationships with the AWC, AAC and Airshed Zones.

**Key Associated Risks:** evaluation of the two principal risks given a high rating in CASA's recently produced Risk Management Plan (i.e. funding, stakeholder satisfaction).

Wherever possible the document provides a summary of the Board expectations that were expressed in 2011 and that were subsequently reflected in the 2012 – 2016 Strategic Plan. This is followed by an analysis of performance during the last three years. In some instances observations are offered (shown in a shaded box) and, as requested, recommendations (numbered) are made where there are opportunities to improve on performance.

## HISTORY

CASA has conducted five previous performance evaluations and each was done differently. In some instances a CASA committee conducted the review and reported back to the Board. In other instances, external consultants were used to develop background information that informed Board and/or caucus discussions. Each review seems to have posed different key questions for the Board's consideration, but in each instance, CASA members agreed to a renewed set of expectations that formed the basis for their recommitment to the Alliance.

- ▶ CASA's first formal performance evaluation occurred in 1997. There were three stages in the process: one, board members consulted with their stakeholder group to confirm support for CASA's decision-making approach and its priorities; two, board members held a workshop to present the results of their stakeholder meetings; and three, an action plan was developed that addressed communications planning, board roles and processes, and ways to improve the effectiveness of project teams.
- ▶ In 2001, a committee of four board members conducted a more limited review. They considered the question: *"Does CASA have the necessary elements in place to support its work?"* The committee recommended that the Board renew the CASA mandate for an additional three year period and made some suggestions regarding funding.
- ▶ In 2004, a steering committee, consisting of one representative from each sector, oversaw the performance evaluation. It was conducted by an independent evaluator, PAGE Management Counsel Ltd. The steering committee followed up on five areas for improvement recommended in the report.
- ▶ In 2007, the CASA Board created a Performance Evaluation Committee to answer the question, *"How effective is CASA in supporting the Government of Alberta in strategic air quality planning?"* Three committee members contributed the equivalent of 20 full working days each - to preparation, interviews, meetings and report writing. The Board accepted the committee members' report and forwarded their recommendations for consideration in the development of a new strategic plan.
- ▶ In 2010, CASA completed the performance evaluation as part of a comprehensive eight month strategic review. The review included: an E-scan done by the University of Alberta; the engagement of Foresight Canada to lead a Board strategic planning exercise; preparation of a mission review discussion document; and caucus workshops to review CASA performance. All of these elements culminated in a two-day strategic retreat that resulted in a renewed member commitment to the Alliance and a new Strategic Plan.

## Performance Evaluation 2011 – 2014

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### 1. 2014 PERFORMANCE EVALUATION APPROACH AND METHODOLOGY

In conducting previous performance evaluations, CASA members and staff have invested a great deal of time in the renewal process. While performance evaluation is a bylaw requirement, and revision of the strategic plan is an important undertaking at CASA, the Executive Committee suggested that CASA should look for efficiencies in the roll-out of the 2014 review.

These efficiencies can be found by:

- ▶ Drawing on the work of previous reviews. The 2010 review, in particular, contains many observations that are still very relevant and may be revisited and updated in light of developments over the last three years.
- ▶ Incorporating elements of the recently approved risk management plan. The plan provides useful strategic guidance for specific CASA priorities (i.e. funding and stakeholder support).
- ▶ Integrating CASA's performance evaluation with the findings of the current Government of Alberta review of the Integrated Resource Management system and the role of partners.

This report drew on many sources that together provide a quantitative and qualitative picture of CASA performance. Sources of information included:

- ▶ 2013 CASA Performance Measurement Strategy
- ▶ CASA Performance Evaluation 2013
- ▶ 2013 Stakeholder Satisfaction Survey
- ▶ Project Team Exit Surveys
- ▶ 2013 Strategic Plan Evaluation
- ▶ Board meeting evaluations
- ▶ Board minutes
- ▶ Anecdotal information from Board members during annual interviews

Finally, with the development of the Performance Measurement Strategy in 2013 and the resulting data generation, CASA can use this information for the first time as part of this three-year evaluation. Given the purposeful approach that went into its design, the strategy provides a useful approximation of key aspects of CASA performance.

The 2012-2016 Strategic Plan, which was approved by the CASA Board in March 2012, states that,

*"...there is a need to regularly assess CASA's effectiveness across a range of performance measures and to facilitate periodic evaluation of CASA's performance by members and stakeholders. These measures and assessments will contribute to plan revisions".*

There is an expectation that the results of the 2014 evaluation will be reflected in an amended Strategic Plan.

## 2. EXPECTATIONS FROM THE 2011 PERFORMANCE EVALUATION

In conducting the 2011 Performance Evaluation and Mission Review and developing the 2012 – 2016 Strategic Plan, CASA members described the broad expectations they had of the organization and its work for the following three years. Some expectations were specific to individual caucuses, but many were shared expectations captured in the subsequent Strategic Plan for 2012 – 2016 and in related Board records. These expectations focused on CASA’s role, deliverables, function and effectiveness.

### Key Insights from the Strategic Foresight Committee.

1. **Building upon Success:** Air quality management in Alberta has advanced over the past 15 years, in large part attributable to the ongoing dialogue and collaboration through CASA. The high level of engagement and synergy has led to sound and durable solutions to air quality issues.
2. **Defining the S in CASA:** CASA has focused primarily on generating solutions to air quality challenges, but the opportunity exists for CASA to demonstrate strategic leadership and to play a more proactive role in addressing emerging issues and shaping our collective path forward.
3. **Expanding CASA’s Reach and Broadening its Focus:** Opportunity exists to think more holistically about air quality management, to consider tackling issues beyond its current scope, to expand to national, inter-provincial, regional and sub-regional scales, and to engage a broader range of stakeholders.
4. **Building Capacity:** Broadening CASA’s focus and engaging a wider range of stakeholders will require enhanced capacity to facilitate “interest-based” discussions and to contemplate air quality management issues beyond those associated with regulated emissions.

### The CASA 2012 – 2016 Strategic Plan noted that:

The new federal Air Quality Management System (AQMS) is directed at providing a comprehensive approach to the reduction of air pollution in Canada. It is the product of collaboration between the federal, provincial and territorial governments and stakeholders. The AQMS will require sector by sector regulation of industrial emissions and the importance of addressing non-point source emissions has been underlined. These requirements will impact CASA air quality management frameworks that were developed in the past and are currently being implemented, as well as the ability of existing CASA project teams to make progress in ongoing discussions.

At least three major Government of Alberta initiatives could shape CASA’s future – the Land Use Framework for Alberta (LUF), the Cumulative Effects Management System (CEMS) and Alberta’s Clean Air Strategy.

The Land Use Framework provides a blueprint for land use management and resource decision-making aimed at achieving Alberta’s long term environmental, social and economic

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**Performance Evaluation 2011 – 2014**

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goals. A Land Use Secretariat is responsible for overseeing the preparation of Regional Plans by Regional Advisory Councils, consisting of individuals representing the range of interests within each region, and who are able to appreciate the broad interests of the region.

Dovetailed with the LUF is Alberta Environment's new Cumulative Effects Management System (CEMS). This system is intended to be outcome and risk-based, and to consider health, economic and social values. It is to be implemented using a place-based approach, a broad set of tools and collaboration with many parties. It is to be adaptive and flexible in assuring the achievement of outcomes. The CEMS represents a shift in scale from managing air quality on a provincial basis to managing air quality on a regional basis, and a change in focus from managing air quality on its own to managing air, land, water, and biodiversity together.

Alberta Environment anticipates finalization of a new Clean Air Strategy for Alberta in the last quarter of 2011 or first quarter of 2012. It is anticipated that it will provide an enabling framework within which CASA multi-stakeholder discussions could proceed.

Future roles for CASA or for Alberta airshed groups have yet to be prescribed within the Air Quality Management System, the Land Use Framework, or the Cumulative Effects Management System.

### **Board Direction**

At the June 2011 strategic planning retreat, CASA Board members had the opportunity to affirm CASA's strategic foundation and to clarify and prioritize goals and objectives. Members also considered the implications of CASA's 'new job' for the Board, Executive Committee, Secretariat, and project teams. Some highlights of the discussion included:

- ▶ CASA should focus on being a platform for consensus in Alberta, but should also articulate a broader collaborative toolkit that would improve stakeholders' ability to understand and contribute to air quality issues.
- ▶ Joint information gathering and more energy invested in the front end of the Comprehensive Air Quality Management System (CAMS) could lead to more effective project teams.
- ▶ CASA's ability to improve performance will require that the roles and capacity of the Board, the Executive Committee, the Secretariat, and project teams be reviewed.
- ▶ The emphasis that the Board placed on goals 1 and 2 clarifies CASA's job and requires that CASA be strategic in selecting candidates for projects.
- ▶ Through "strategic intervention" CASA can model sound multi-stakeholder engagement in other processes. It is more effective to demonstrate how CASA does business than to simply tell others.

Each of these elements provided a slightly different quality of information for CASA's Board. Together, these elements describe a set of expectations that were considered carefully during the development of CASA's 2012 – 2016 Strategic Plan.

### 3. STRATEGIC PLAN PERFORMANCE

Strategic Plan performance is measured and evaluated twice yearly against prescribed targets, as required by CASA's 2013 Performance Measurement Strategy. The strategy requires the Secretariat to measure the percentage of strategic plan objectives that are listed as in-progress or complete.

For calendar year 2013, 81% of strategic plan objectives were listed as in-progress or complete. The remaining objectives, listed as, "not initiated or suspended or postponed" fell within Goals 3 & 4 of the Strategic Plan, which focus on Communications.

Reviewing strategic plan performance by goal, provides a framework for more detailed evaluation and suggests specific opportunities for improvement.

**Goal 1: To provide strategic advice on air quality issues and the impacts of major policy initiatives on air quality.**

- 1.1 Facilitate the discussion and evaluation of major policy initiatives on air quality and the determinants of air quality.
- 1.2 Inform Board discussions on the best ways/means to address air quality issues in Alberta through comprehensive problem analysis. Determine, assess, and prioritize existing and emerging air quality issues and provide advice to CASA/other organizations on addressing these issues.

#### The Expectation:

In 2011 the Board suggested expanding the screen and scope activity associated with developing a Statement of Opportunity to include explicit identification and exploration of the best ways and means to address a particular air quality issue. This could include:

- ▶ Commissioning reviews by outside experts.
- ▶ Producing independent research reports and developing discussion papers for use by others.
- ▶ Facilitating interaction among scientists and other experts to create background information and viable broad policy alternatives.
- ▶ Assessing the immediacy of the issue.
- ▶ Identifying if CASA's consensus-based approach is well-suited to address all aspects of the issue, some aspects, or none.

## Performance Evaluation 2011 – 2014

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### Performance and Analysis:

Through the introduction of a new Managing Collaborative Processes (MCP) guide in 2012 project managers and participants can now draw on a comprehensive reference guide to help them improve their performance with multi-stakeholder teams. For project managers the guide describes specific activities and techniques that can be used to encourage an interest-based (vs. positional) dialogue. These are presented within a step-wise decision-making process that moves teams from the convening stage through to ratification of a completed agreement. Similarly, participants can draw on suggestions that will help them effectively present their interests, work with other stakeholder groups and develop solutions that meet their needs.

The new MCP guide provides for the development of a Project Charter which is the collection of all information relevant to informing the project's parameters and outcomes. The charter describes the scope, deliverables, outcomes, projected resources and costs, timelines, stakeholder analysis and plan for engagement, a high level communication plan and draft ground rules for the project team. The Project Charter:

- ▶ is used to obtain project support from CASA's Board;
- ▶ defines the scope of the project and provides an advanced starting point for Project Team discussions; and
- ▶ sets common expectations for project scope among stakeholders.

While stopping short of commissioning external research and using outside experts to inform a Project Charter Working Group, the MCP Guide has significantly improved CASA's vetting of air quality issue candidates. This may delay the convening of a project team, but in the past many of these requirements would have emerged once a project team was convened, requiring stakeholders to change direction and seek Board approval.

Candidate issues normally emerge through annual Executive Director interviews with CASA Directors and are then discussed by the full Board before preparation of a Statement of Opportunity. These annual meetings are directed at ensuring that CASA activities are aligned with member priorities, considering the different circumstances and needs of each member organization. While members seem generally satisfied with CASA's agenda, the need to reach consensus on which issues are addressed, means that some issues that are important to only one or a few stakeholders fall short of that test. Members also offer a general caution that CASA's reach should not exceed its capacity. There is a limit to the range and number of issues CASA can address at any given time.

**Taken together, the scoping provisions introduced since the last three-year evaluation seem to have addressed the Board expectations from 2011.**

## Performance Evaluation 2011 – 2014

### **Goal 2: To contribute to the continued development and implementation of effective and efficient air quality management in Alberta.**

- 2.1 Through targeted and strategic interventions, model effective collaborative decision-making processes in the delivery of integrated air quality management. (Linked to 4.1)
- 2.2 Develop policy advice and frameworks to guide air quality management planning in Alberta.
- 2.3 Provide a forum for the discussion of air quality issues among various stakeholder groups.
- 2.4 Provide multi-stakeholder strategic advice on aspects of air quality program delivery. (Link to 3.2)

### **The Expectation:**

In 2011, the Board recognized that the rollout of the national AQMS would have a major influence on the nature of air quality management in Alberta. Pending further clarification of the way in which the AQMS would unfold, the Board noted that CASA's experience in developing and implementing frameworks could contribute to the rationalization of the emerging direction at the national, provincial and regional scales.

As is reflected in objective 2.1 above, it was felt that CASA should identify opportunities for strategic intervention at a regional scale; opportunities that would provide a chance to model effective collaborative dialogue, satisfying several of CASA's goals in the process. The way in which these strategic opportunities would be identified was not resolved at the time, nor was any specific mechanism suggested.

Finally, in discussing CASA's role in providing a forum to discuss air quality issues among stakeholders, the Board highlighted the need to improve the level and quality of CASA's engagement with aboriginal communities. No specific actions were suggested, but the Board charged the Secretariat with exploring how this might be done.

### **Performance and Analysis:**

To an extent CASA's new project work (i.e. Odour Management, Non-Point Source Emissions) is the result of a need to address regional issues that are of interest province-wide. CASA's work on these projects was not planned to meet a specific regional planning need, but both the Odour Management Team and the NPS Working Group are aware that their work will support the development and/or implementation of regional air quality management objectives (see CASA's contribution to IRM).

Since 2010 CASA Project Teams have completed several policy-related reports that have contributed to the management of air quality in Alberta. These include:

- ▶ Vehicle Emissions Team Final Report 2010

## Performance Evaluation 2011 – 2014

- ▶ Flaring and Venting Project Team Final Report 2010
- ▶ Confined Feeding Operations Final Report 2012
- ▶ Electricity Working Group Report (Implementation of BLIERS) 2012
- ▶ Human and Animal Health Implementation Team Final Report 2013
- ▶ PM and Ozone Implementation Team Final Report 2013
- ▶ Non-Point Source Emissions Workshop Proceedings 2013
- ▶ 5-Year Electricity Framework Review Interim Report 2014

Numerous other research reports were commissioned during this period to provide information for ongoing project work, as were several process related reports, including the MCP Guide.

**CASA continues to provide meaningful, targeted policy advice that will contribute to the effective management of air quality in Alberta. This advice will continue to influence policy development at the provincial and national scale and will have application in the development and implementation of air quality management objectives in regional planning.**

**CASA has not identified opportunities for “strategic intervention” at the regional scale, nor is it clear that there is continued support for that objective.**

**There has been no appreciable improvement in the level or quality of CASA’s interactions with aboriginal communities (see Board Membership and Participation).**

**Goal 3: To contribute to the development of a reliable, comprehensive, objective knowledge system with respect to air quality (E.g. information on emissions, ambient air quality, health, and environmental impacts, and management and mitigation mechanisms.**

- 3.1 Oversee a systematic process by which knowledge needed for successful air quality management is created, captured, shared and leveraged.
- 3.2 Provide strategic advice on the knowledge and information required for air management.
- 3.3 Assemble and share cross-jurisdictional information on air monitoring, mitigation measures and best management practices that could be effective in Alberta.

**The Expectation:**

In approving the 2012 – 2016 Strategic Plan the Board observed that, “the sum total of actions suggested under Goal 3 exceed CASA’s capacity and resources, and CASA will need to be strategic in identifying its most appropriate and relevant function.”

More specifically, the Board felt that the CASA Data Warehouse (CDW) had real value, but questioned whether CASA should act as a manager or should instead simply provide periodic advice regarding the preferred attributes of the CDW. The advice would focus on the functionality, quality, accessibility, transparency, knowledge gaps and relevance of the CDW, in relation to its ability to inform the resolution of air quality issues in Alberta. The Board observed that there will be an ongoing need for the CDW, or its successor, to be viewed as a credible source of information and to maintain the confidence of stakeholders.

In addition, the Board felt that providing oversight of an air quality “knowledge system” should be one of CASA’s highest priorities (author’s note – this was not ultimately reflected in the Board’s ranking of goals). They noted that this function – determining what information is available and what is needed – is very different from the collection and management of databases. They identified a need for CASA to inventory the considerable information and the many reports developed by CASA over the preceding 16 years, to enable gap analyses and to facilitate the resolution of emerging issues in the years ahead. The end state would be an awareness of what information is in the system, an awareness of the gaps, and an ability to take steps to fill the gaps.

**Performance and Analysis:**

The CASA Data Warehouse continues to be funded by AESRD through an annual agreement with CASA that sees AESRD provide management direction and funding, while CASA provides financial oversight. CASA is currently working with AESRD to clarify CDW assets, their location and use.

For at least the last two years CASA has had no involvement in the management of the CDW. On two occasions during that window it has acted as a facilitator between members of the OSC (only a few members remain) and the AESRD to arrange for the release of annual budget information. The future of the CDW is tied to AESRD and AEMERA plans for the monitoring and evaluation of air quality information in Alberta.

**3.3.1 Given CASA’s limited role in the management of the CASA Data Warehouse, the database should be renamed and management responsibility should be clarified and documented. The Operations Steering Committee should be repurposed, or a new group created, to provide meaningful stakeholder advice regarding the CDW to the accountable managing agency. The advice would focus on the functionality, quality, accessibility, transparency, knowledge gaps and relevance of the database, in relation to its ability to inform the resolution of air quality issues in Alberta.**

## Performance Evaluation 2011 – 2014

The CASA Secretariat has over 20 years of data, reports, research and meeting products. They provide valuable context, information and lessons that can be applied to address emerging issues. In paper form, much of this information had been inaccessible and had resulted in a loss of institutional memory.

The Secretariat has completed its project to create a searchable database that can be used to: inform stakeholder inquiries; report to the Board; and conduct periodic performance measurement. “Back-end” searchable tables and “front-end” query forms have been prepared and system testing is complete. The Secretariat anticipates that this searchable database will significantly improve CASA’s ability to generate information about the work of past project teams, bring forward outstanding implementation requirements and provide context for current stakeholder discussions. Prior to the development of this capability all such information had to be generated manually. Some work remains to populate the back end tables.

Individual project teams will continue to commission research that is designed to meet issue-specific information requirements, including the gathering of some cross-jurisdictional information, in effect conducting their own gap analyses.

**CASA’s development of a searchable database will contribute to the provision of the “knowledge system” described by the CASA Board in 2011. However, barring further resourcing and focus, directed at meeting the intent of the objective, this tool will not realize its full potential or result in the required inventory of needed air quality information.**

**Goal 4: To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.**

- 4.1 Establish CASA as a model that exemplifies the application of collaborative multi-party processes.
- 4.2 Increase awareness of air quality information and specific CASA activities and projects through targeted outreach to all interested sectors.
- 4.3 Build air quality partnerships and working relationships and facilitate the exchange of air quality information among practitioners and decision-makers. (Link to 4.1)

### The Expectation:

In 2011 the Board described CASA’s familiarity with the collaborative process and consensus-based dialogue as its greatest strength and said that CASA should place a high priority on transferring that knowledge and expertise to other parties (author’s note – again, this was not reflected in the Board’s subsequent ranking of goals). The transfer of this information to non-air focused organizations was considered to be a lesser priority, but one which would interest other parties in CASA’s work.

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There was limited agreement on the extent to which CASA should be involved in public education and outreach. Some members felt that positioning CASA as a media resource would increase its visibility. Some advocated for an increased focus on education. Still others cautioned that this goal and the associated objectives had the potential to draw heavily on CASA's limited resources, and that these functions should be left to other organizations that are better equipped.

It was agreed that CASA would continue to educate and provide information, when warranted by specific project team discussions.

**Performance and Analysis:**

CASA performance with respect to both Goals 3 & 4 is perhaps a reflection of the priority placed by CASA members on Goals 1 & 2 during strategic plan development in 2011 and the limited resources available to CASA for external communications activities.

Still, since 2011 CASA has sponsored or initiated several communications activities that were designed to improve general awareness of CASA and its consensus-based work:

1. In 2012 the Government of Alberta announced cabinet approval of a renewed Clean Air Strategy (CAS) for Alberta. The renewed CAS was accompanied by a more specific action plan. For three days following the launch of the CAS, the GoA, CASA and its stakeholders used social media (e.g. Twitter, Facebook, YouTube), linked webpages, pre-recorded video, e-mail and other platforms to raise awareness of the new strategy and air-related issues. CASA provided backgrounders that focused on:
  - i) the considerable work done by CASA stakeholders to develop recommendations;
  - ii) CASA's consensus-based approach to developing policy advice; and
  - iii) the implications of a renewed policy for CASA's work.

The release of the strategy allowed the Secretariat and CASA partners to gain experience using social media as a means to distribute information.

2. In 2012 CASA sponsored a two-day workshop in Red Deer to share information about CASA-related initiatives and to learn more about consensus-building approaches and tools. Day 1 of the workshop provided the most current information about government priorities and the related implications for stakeholders. Day 2 of the workshop provided an opportunity for stakeholders with extensive collaborative experience to discuss the strengths and challenges of multi-stakeholder negotiations.
3. CASA's 2013 Emerald Awards submission focused on CASA's 20 year "body of work" and emphasized the number and impact of CASA agreements reached, across a broad range of topics. CASA highlighted the 225,000+ stakeholder hours that have been committed since 1994. In the NGO category CASA was one of five finalists selected from 24 submissions.
4. In 2014 CASA's 20th Anniversary provided an opportunity to host a conference for CASA stakeholders that focused on the art and science of building collaborative agreements. Speakers were selected based on their experience working within collaborative decision-making processes in different walks of life. CASA will continue to follow up on the

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conference, using conference materials (e.g. video clips) to promote further interest in multi-stakeholder processes and CASA's work.

In addition to these events, CASA staff regularly attend and present at forums sponsored by CASA partners and other Alberta organizations with an interest in collaborative approaches to policy development.

CASA has also sponsored three training sessions for project team participants and other parties with an interest in collaborative processes. CASA's training curriculum makes frequent reference to the MCP Guide and promotes an interest-based approach to multi-stakeholder negotiation.

## 4. FUNCTIONAL PERFORMANCE

### 4.1 Improving Consensus-seeking Skills and Approach

#### The Expectation:

CASA members and stakeholders are committed to the continuous improvement of their ability to produce consensus agreements. In some respects that ability defines CASA and is clearly a point of pride for CASA members. In 2011 CASA stakeholders identified a number of improvements that could be made to current practice.

- ▶ Providing more training, and more effective training, in the principles and practice of consensus-building. Both new and existing stakeholders should have access to experiential training and mentors who can provide practical advice to help overcome common challenges.
- ▶ Providing clear procedures that apply when stakeholders choose to “block” a particular outcome, or a project team is unable to agree on key elements of an issue or how it should be addressed.

#### Performance and Analysis:

The development and rollout of CASA's Managing Collaborative Processes (MCP) Guide and its focus on interest-based negotiation provided a platform to integrate several initiatives, each directed at improving CASA stakeholders' ability to build consensus.

First, the guide brought together separate problem-solving streams in a single guide for practitioners; strategic decision-making; project management and planning; and the collaborative process. Second, it provided a foundation for the application of interest-based negotiation in CASA projects. Third, it provided a framework and content for training CASA stakeholders. The guide was developed in 2012 and was made available to stakeholders soon afterwards.

Training has since been provided to a range of CASA stakeholders and new project team participants. Stakeholders have expressed their appreciation for the training's focus on interest-

based negotiation and believe it has had a positive influence on the orientation of project participants and their application of collaborative process to the start-up of new teams.

CASA has made no formal provision for mentoring new entrants to the Board or existing project teams, beyond the orientation offered at the outset of their engagement. For these players learning is necessarily experiential, acquired through observing other table members. Often, stakeholders seek information and advice from Secretariat staff when and as needed. Typically requests focus on the way in which an issue is addressed or how an individual's unique interests should be presented to the team.

**4.1.1 Expand the use of the MCP Guide and increase stakeholder familiarity with interest-based negotiation by placing a high priority on training delivery 1) for new and existing stakeholders within the CASA family, and then 2) to other key decision-makers with an interest in CASA's work.**

## **4.2 Dealing with Impasse**

### **The Expectation:**

In 2011, The Board directed all stakeholders to “press harder” to reach agreement when confronted with an apparent impasse. They also noted that there should be more accountability, transparency and procedural clarity when stakeholders elect to block an emerging agreement.

Currently, the Board has the authority to make a decision when project teams can't reach consensus. When there is a lack of consensus at the Board, the matter can be referred to the Ministers of Energy, Environment and Sustainable Resource Development, and Health for decision.

### **Performance and Analysis:**

Concerns regarding how the Board and project teams deal with impasse are not new to CASA, or for that matter, any organization seeking multi-stakeholder agreement. There are many references in CASA records dating back to the 90's that refer to the challenges associated with overcoming impasse. CASA has an obligation to more effectively equip project team participants to deal with impasse in a manner that is consistent with CASA principles and maintains the integrity and credibility of the organization. It is not when parties are in agreement that the adequacy of consensus-based procedures should be measured, but rather when they are in fundamental disagreement. What can CASA offer as an organization when discussions are the most challenging and the path forward is the least clear?

In 2010 the Flaring and Venting Team reached an impasse regarding the need for further measures to reduce emissions. More recently the 2013 Electricity Framework Review Team found itself at an impasse when it was unable to reach agreement on the need for the Framework to be subject to a comprehensive structural review. In both instances participants sought guidance from the Secretariat with respect to CASA procedures to address impasse.

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Both the Flaring and Venting Team and Electricity Framework Review Teams were ultimately able to prepare non-consensus reports that effectively framed the issues in play and captured the views of the affected parties. While the quality and content of these reports met CASA needs at the time, the associated procedural debate was unhelpful and difficult.

**4.2.1 Improving CASA’s approach to dealing with impasse is most easily accomplished through an organization-wide commitment to understanding and practicing interest-based negotiation in all CASA forums. This single requirement, coupled with a requirement for all CASA stakeholders to receive training in interest-based negotiation would establish the required foundation to manage impasse more effectively.**

**4.2.2 The Secretariat should be charged with preparing detailed, CASA-focused procedures for dealing with impasse, as an appendix to the MCP. In the interests of meeting Board expectations for transparency and accountability in project team discussions, dissenting parties should be required to document how a proposed solution or course of action would negatively affect their interests, and be required to propose alternatives that would meet all parties’ interests.**

### 4.3 A Non-Consensus Stream

#### The Expectation:

In early 2010, the Board directed the Secretariat to scope the possibility of building a “parallel service stream” to provide policy advice for projects not well-suited to a consensus-based approach. In some instances, the expectation that CASA *must* produce a consensus agreement can detract from the collaborative approach that CASA members value. The view that anything short of consensus is failure may limit the scope of CASA’s work. In 2011, the Strategic Foresight group observed that CASA members participate in a *strategic* alliance that should be addressing “big policy issues”. Such issues are often not candidates for quick resolution, but they may be the very issues that benefit from transparent discussion, engaging a broad range of stakeholders.

#### Performance and Analysis:

If CASA is to address only those issues that are good candidates for consensus, it may minimize the value of a non-consensus, yet collaborative approach that would still allow stakeholders to:

- ▶ Gather early perspectives on an issue;
- ▶ Engage in joint fact finding;
- ▶ Foster a better understanding of the dimensions of an issue;
- ▶ Understand both unique and common interests of affected parties; and
- ▶ Test for areas of agreement and disagreement.

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Not only is this information of real value to policy-makers; it begins to build a more positive dialogue between competing interests. A more incremental approach to collaboration, that focuses on the above listed elements first, need not preclude setting an expectation that the parties *may* produce a consensus agreement on some or all aspects of an issue in time. CASA's mission is to use a "collaborative consensus approach", but that should not limit CASA's contribution to Alberta's most challenging issues.

At the Board's direction, new CASA teams are guided by detailed Project Charters, and a more inclusive approach to the preparation of Statements of Opportunity. This has required project managers and stakeholders to have an early look at the dimensions of an emerging air quality issue and to consider if all, or parts of an issue, are good candidates for consensus agreement (see Strategic Plan Performance – Goal 1). This change suggests that CASA is already moving to a more incremental, streamed approach to addressing new issues.

- 4.3.1 During revision of CASA's Strategic Plan, the Board should make a provision under Goal 1 for CASA to convene multi-stakeholder discussions that are *not* directed at reaching a consensus agreement, but rather at providing comprehensive policy analysis and advice within a multi-stakeholder framework.**
- 4.3.2 Amend the MCP Guide, and change CASA practice, to enable non-consensus, collaborative approaches to the development of policy advice.**
- 4.3.3 The Government of Alberta should identify an early opportunity to pilot this approach, requiring CASA to undertake this type of multi-stakeholder policy analysis on an emerging air quality issue.**

## 4.4 A Broader Toolkit

### The Expectation:

There is an ongoing interest in CASA finding ways to work smarter while still producing collaborative outcomes and building relationships between members. Members feel that CASA is reasonably efficient in completing its work, but would also like to address some issues without necessarily convening a standing project team and associated subgroups. This idea of CASA using a "broader toolkit" has been discussed by the board on many occasions, but it has yet to be tested. Any new approach could be determined on an issue-specific basis, and perhaps piloted for subsequent board review. There is some speculation that alternative approaches may reduce the cost of addressing air quality issues, but that has not been demonstrated.

At the 2011 retreat the Board discussed ways in which CASA could introduce *new collaborative methods* to make a more significant contribution to the formulation of policy in Alberta, within the limits prescribed by CASA's mission and resources.

## Performance and Analysis:

There is a general appreciation among stakeholders that multiple and interrelated problems require multiple and interrelated solutions. There is a global shift away from a top-down approach, towards an emphasis on building institutional bridges between governmental leaders and other stakeholders. This is a result of international trends in governance; the availability of improved communications technologies; the need to share responsibility for resolving complex issues; and the political need to manage cross-cutting social, economic and environmental projects.

In mature organization, there is a tendency to employ the same approach to every new issue. This is not just a function of habit. The approach and methods CASA uses to engage stakeholders is a product of Board direction, the earlier CAMS process, the more recent MCP Guide and the legacy of a successful track record. There is little appetite to try new forms of engagement when the existing approach seems to work. But how should CASA respond when an emerging issue is not a good candidate for a consensus-driven project team? Can CASA still make a useful contribution to policy development?

In some instances CASA may serve as a catalyst to engage parties with an interest in an issue without presuming there will be a particular type of outcome or that it will lead to the development of a particular kind of document. CASA could promote a climate of “learning as we go” on some policy initiatives. Stakeholders want to know that their investment of time will have some payoff, but they also appreciate well-designed and professionally executed opportunities to discuss important issues. Many stakeholders are not wedded to the use of a CASA-like project team. If and when necessary, CASA has the capability to convene more focused and highly-managed teams, but this need not be a first response.

Other jurisdictions are experimenting with a broad range of engagement vehicles to inform policy development. The examples described below offer a few alternatives to CASA’s current practice. They are not stand alone possibilities and could be used in any combination, or in sequence, to provide a comprehensive and inclusive approach to involving stakeholders in policy development.

### Stakeholder Search Conferences

A participative planning method that requires a representative group of stakeholders to come together over several days to describe a preferred future path, based on an exploration and understanding of a common history and the existing policy landscape. More than a simple visioning process, it is intended to produce agreement on the most promising courses of action to address an agreed set of issues (CASA’s one-day NPS workshop could be viewed as a kind of abbreviated Search Conference).

### Evidence-based Panels

A structured method for involving stakeholders and recognized experts in the development of evidence-based policy. Building agreement on the interpretation, relevance and feasibility of research/literature can lead to higher confidence in the quality of policy outcomes and a shared interest in implementation.

### Web based Approaches

Online collaborative policy development uses interactive software to build a sense of preferred direction among a community of users. Accessible to as broad or narrow an audience as is desirable, policy developers can provide background information, float policy options, pose focused questions, promote interaction between interested parties, and frame emerging areas of agreement. Moderators or planners can use the platform to describe how past contributions are being used and can integrate platforms, linking to other related sites. Standing online Communities of Practice can be linked to specific policy development initiatives.

**The possibilities to bring parties together in new ways are limitless. While CASA should not be seeking new ways to engage stakeholders simply for the sake of change, neither should it limit its toolkit to only those described in the MCP Guide. A more responsive approach to process design may use stakeholder resources more efficiently, while generating valued products.**

## 5. INSTITUTIONAL PERFORMANCE

### 5.1 Board Performance

#### **The Expectation:**

In 2011 CASA members focused on five aspects of the Board's function. They said that:

- ▶ the Board should be used to provide strategic direction and to expedite the CAMS process;
- ▶ the role and function of the Executive Committee should be enhanced, providing for more effective liaison between the Board, the Secretariat and project teams;
- ▶ Board members and their counterparts on project teams should interact more frequently so that emerging project issues can be addressed before positions become entrenched and so that Board guidance can be offered when necessary;
- ▶ Board membership could be tiered, based on the extent of engagement required. More thought should be given to the range of ways that parties can participate, rather than focusing only on Board membership; and
- ▶ Increase the size of the Executive Committee or add alternates so that the group can meet as required.

#### **Performance and Analysis:**

In 2013 and 2014, the years in which active project team members have been asked about their interaction with Board members, an average of 84% of respondents were satisfied or very satisfied with the support they received from Board counterparts.

The current size of the Executive Committee and the availability of its members doesn't allow for the kind of proactive liaison imagined by the Board. The Secretariat is often unable to get timely responses from all caucuses or schedule meetings for a more focused exchange between

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committee members. The Board correctly recognized the important role the committee plays in expediting and focusing CASA's business, but it is unlikely that the committee will be able to realize its potential without structural change. A somewhat larger committee would allow for more frequent engagement between the three caucuses and more opportunity for the committee to guide CASA's work.

### **5.1.1 Add one alternate to each of the existing Executive Committee member positions. Encourage the alternates to actively participate in all Executive Committee meetings.**

## **5.2 Board Membership and Participation**

When CASA was established, it represented a new way of finding solutions to current and emerging air quality issues. As an incorporated, not-for-profit society, CASA was conceived to be an independent organization providing consensus-based advice to the Government of Alberta and others, with industry, government and non-government organizations at the table. To be effective, CASA needed to have diverse representation, yet remain manageable in size. The 1994 bylaws allowed for up to 20 members to join CASA. This was subsequently amended in 2005 to increase the number of members to 22, with the addition of First Nations and Metis members.

Article III of the bylaws describe the conditions for membership in the Association. Any organization can apply to join CASA provided that the application meets the requirements of Article III:

- ▶ The applicant must meet the bylaw criteria to be designated as representing industry, government or non-government organizations;
- ▶ The application must be approved by the Board;
- ▶ Application approval can't result in an increased number of Board members without an amendment to increase the number of members (or without an existing member resigning); and
- ▶ Application approval can't result in any Stakeholder Group (industry, government or NGOs) exceeding 49% of total Board membership.

Board membership is given to a designated organization, not individuals. Board directors and alternates are appointed by the member. Member "self-selection" is an important part of the consensus process. Because there is no appointment term for directors or alternates, appointed individuals can continue in their position as long as they have the support of the member (the organization) that selected them.

At least once every year CASA members are asked, in session, to confirm Board membership. This is a requirement of the Annual General Meeting, and it provides an opportunity to raise and discuss membership questions. More frequently, the Executive Committee discusses membership issues and receives applications for membership on the Board's behalf. The Executive, in turn, may recommend that an application be approved or rejected by the Board. The Executive is

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bound by bylaw requirements, but often the Executive's recommendation is shaped by CASA's operating principles and the need for inclusivity, access, balance and transparency.

Each year CASA sees a modest turnover in Board representation. Membership has remained static for the past ten years with the exception of the withdrawal of the Oil and Gas – Small Producers. Since 2010, there have been three requests for membership on the CASA Board. In each case the application was either withdrawn, rejected or remains unresolved within the respective caucus.

**Performance and Analysis:**

It would be reasonable to assume that parties who feel excluded from the decision making process would make that known to the Board and/or the Secretariat. Concerns regarding Board or Project Team representation are rare and they are usually remedied once the concerned party develops a better understanding of the ways in which they can participate and influence the development of CASA recommendations. Project teams typically ensure that all parties with an interest in an air quality issue actively participate in the development of recommendations. They do this, in part, to build broad support for the implementation of their recommendations. Still, there are instances where interested parties feel that only direct Board representation will allow them to advocate for specific recommendations that are critical to their interests.

The range of air quality issues that are proposed to the CASA Board for discussion is constantly changing. The continued credibility of the organization and its work requires that the membership regularly review the makeup of the Board, ensuring that potentially affected organizations are adequately represented. Some members or directors may decline to withdraw from the Board if they believe it would be difficult to gain re-entry at some point in the future, or if they perceive that withdrawal would reduce their influence in future air quality discussions.

The current review of Board membership at the Annual General Meeting is viewed as a pro-forma bylaw requirement, rather than an informed discussion about the makeup of the Board relative to its current and planned agenda. In instances where membership has been discussed at the AGM, it is only to recommend that membership be revisited after development of a new strategic plan. The procedure for the submission, review and approval of membership applications was documented and reaffirmed by the Board in December of 2008, and it is applied as required. However, the procedure does not provide for an annual, dedicated discussion focused on Board membership.

- 5.2.1 Introduce staggered three-year term limits for all CASA Board members, together with a requirement that each member prepare a very brief account of its interest in current or emerging air quality issues at the time of renewal. All parties requesting CASA membership should also be required to provide an Interest Statement together with their application.**
  
- 5.2.2 Apart from the requirements of the AGM, schedule an annual Board agenda item to discuss the Board's makeup and capacity to address emerging air quality issues. This discussion would immediately follow an annual review of CASA's operational plan and strategic plan.**

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**5.2.3 Delete the Oil and Gas – Small Producers membership on the Board.** (When the Small Explorers and Producers Assoc. of Canada resigned, they confirmed that they would continue to access information about CASA through the Canadian Assoc. of Petroleum Producers.)

**5.2.4 Request an application for Board membership from AEMERA, in recognition of its significant role in the development and administration of Alberta’s air quality monitoring system.**

### Electricity Sector Representation

Industry participants involved in electricity-related discussions at CASA represent a broad range of interests, reflecting the diverse nature of Alberta’s system for the generation, purchase and distribution of electricity. The broad range of electricity interests challenges all CASA participants to find effective approaches to facilitate intra-sector dialogue, arrive at consensus outcomes and to represent individual views and business interests. This requirement is particularly important when fundamental regulatory issues are being discussed that may have a significant impact on individual companies. In these circumstances CASA is obliged to: 1) help parties fully understand and apply an interest-based approach to accommodating diverse interests; and 2) ensure that all parties have sufficient access to all discussions that may affect an individual party’s interests.

These requirements are not unique to the electricity sector, but they are made more challenging when there is no single umbrella organization able to coordinate, consolidate and present a sector’s interests. CASA recognized this challenge when the membership procedural guidelines were rewritten and prepared a draft Template for Sectors with No Umbrella Organization (Appendix C). The template was endorsed by the Board for referral to sectors with this need.

Currently there are two members representing electricity interests on the CASA Board, a total of four potential seats, only three of which are filled. (In 2008 the CASA Board reconfirmed that it supports having both directors and alternates engaged in table discussions.) Given the latitude to use existing seats more effectively, perhaps through a redefinition/renaming of the Utilities and/or Alternate Energy memberships, it is likely that a broader range of electricity interests could be represented on the Board. This was most recently done by members associated with the Alberta Environmental Network and was supported by the Board. While an increase in electricity membership is possible, this should only be considered if a solution isn’t available using existing seats.

**5.2.5 Consistent with the guidance provided by the Procedural Guidelines Committee in December of 2008, and agreed to by the Board, the Electricity Sector should reach agreement on a protocol for representation of all electricity-related interests engaged in CASA discussions. The Memorandum of Understanding Template, provided to the Board in 2009 for the use of sectors with no umbrella organization should serve as a first draft (Appendix C).**

**5.2.6 The Board should task the Electricity Sector with reconfiguring/renaming their existing membership, filling the four seats available and providing for a broader representation of electricity interests.**

Aboriginal Participation

The CASA Board and Project Teams have had a longstanding interest in encouraging aboriginal participation in CASA policy discussions. In 2010 the CASA Board again raised this issue and suggested that the Secretariat increase its efforts to attract representation from First Nations and Metis communities. The CASA Board currently has two director positions set aside for aboriginal participation, one directed at First Nations, the other at Metis communities.

Aboriginal participation in CASA Board meetings and on project teams has been very limited. While there have been periodic meetings between the Executive Director and aboriginal representatives to encourage participation, these meetings have not resulted in sustained attendance at Board meetings, as evidenced by our recent Board attendance survey. Project teams continue to show a keen interest in aboriginal participation. Most recently, the Odour Management Team and Electricity Framework Review Team have both considered how they might effectively canvas aboriginal interests regarding draft project work.

Of all CASA members, aboriginal representatives have perhaps the most limited institutional capacity to participate in multi-stakeholder discussions and the development of natural resource management policies. Further, current and past aboriginal representatives have repeatedly expressed their discomfort with being seen to represent a broad range of aboriginal opinion on provincial air quality issues, when they are only practically able to represent a much narrower range of views; those of their own community or organization. This concern is compounded when CASA documents imply that there is aboriginal agreement, when that characterization is unwarranted (e.g. in minutes, etc.). Given the persistent and chronic inability of the Alliance to develop and sustain meaningful aboriginal participation in CASA policy discussions, it may be advisable to try a very different approach that focuses on aboriginal inclusion vs. trying to find an aboriginal “fit” within CASA’s governance model.

There is, of course, a provincial government obligation to consult aboriginal communities and organizations in the development of policies related to the protection and management of natural resources, but this does not supplant the need for CASA to find a more effective approach to aboriginal participation.

**5.2.7 Rather than continuing to seek CASA members from First Nations and Metis communities, CASA should hold periodic workshops, directed specifically at providing information and eliciting a common aboriginal view, or range of views, with respect to air quality policy. These periodic workshops could: cover a single, or several, air quality issue(s); be designed to align with geographic or cultural interests; and could extend beyond air quality, to include other media (e.g. if there was a shared interest with the AWC, or others).**

## 5.3 Secretariat Performance

### The Expectation:

Board direction from 2011 focused on three areas:

- ▶ The need for the Secretariat to assess emerging issues, do the needed homework, and bring thoughtful documents to the Board for discussion, resulting in more focused team discussions that have greater clarity of purpose. This was characterized as an expansion of the old Screen and Scope process in CAMS.
- ▶ Encouraging Project Managers to play a greater role in supporting project teams: acting as brokers; building relationships; encouraging team members to focus on their interests; and fostering productive discussions between meetings.
- ▶ Providing more support at the caucus level, ensuring that communications with caucuses are timely and that stakeholders are well-briefed.

### Performance and Analysis:

With the introduction of the Managing Collaborative Processes Guide, the required Project Charter and a more inclusive approach to Statement of Opportunity preparation, CASA and the Secretariat have effectively addressed the need for a more thoughtful approach to project screening and project definition.

Project Managers are now regularly encouraged to take a much greater role in the management of project teams. There is an expectation that managers will “own” the design and execution of project work plans, build stakeholder relationships between meetings and use a more directed style of facilitation. Training for managers presumes that CASA will use an interest-based approach to negotiation; reflected in CASA’s approach to meeting management and between-meeting strategy discussions. The Secretariat remains committed to an outcome/product orientation, tempered by the importance CASA places on *how* outcomes are developed.

Effective project management and facilitation skills take many years to develop. The productive management of multi-stakeholder teams requires years of experience, gained through observation and in-session practice. CASA’s success will continue to be a product of competent project leadership and the commitment of its stakeholders. Enabling and growing a high performance culture among Project Managers must be aggressively supported if CASA is to continue on its current path.

- 5.3.1 The Executive Director and Executive Committee should maximize the exposure of Project Managers to a broad range of multi-stakeholder processes and policy development initiatives, both inside and outside of CASA’s current mandate and specific areas of interest. CASA members should actively support the development of a formal or informal Community of Practice, fostering the facilitation and project management skills required to lead multi-stakeholder teams.**

Secretariat support for individual caucuses and caucus meetings has been limited. When asked CASA has distributed information, arranged meeting space and, very infrequently, attended and contributed to caucus discussions. Caucuses rarely request assistance, perhaps because there is a need for caucuses to discuss some issues in confidence. The Secretariat could increase its support to caucuses, if requested, with consideration for the availability of Secretariat staff and the need to balance caucus support with project team work.

## 6. CASA'S CONTRIBUTION TO IRM PLANNING

### **The Expectation:**

One of five key outcomes from the 2011 Board retreat described the opportunity for CASA to “model effective multi-stakeholder engagement by providing key interventions in other multi-stakeholder processes.”

Beyond its current contribution to policy development and the development of provincial air quality management frameworks, the 2011 Mission Review document suggested that CASA outcomes could be applied to components of Regional Land Use Plans under the LUF. Experience gained in one region would be made available to other regions. Greater consistency could be achieved and adverse consequences for neighbouring regions minimized. It was suggested that CASA stakeholders work with the Government of Alberta to define an appropriate role.

There is an ongoing need to clarify and document the link between provincial policy-oriented organizations and the development and implementation of regional plans. A review of Board minutes from 2009 through 2014 confirms that this issue has been raised frequently by CASA members, but the nature of CASA's contribution to regional plans remains unclear. Clarification of CASA's role in IRM planning, and specifically, the relationship of CASA products to regional plans would provide a useful filter for CASA members in reviewing candidate Statements of Opportunity.

### **Performance and Analysis:**

From a systems planning perspective there is little evidence that there is significant duplication or gaps between CASA's policy development discussions and the content of individual regional plans. The different products generated by provincial and regional processes seem well understood by stakeholders and they are familiar with their purpose and content. Many of the same players or organizations participate in different forums at different scales. Where that is not the case, information sharing across multi-stakeholder discussions and planning levels ensures that discussions at all levels are focused and meet an identified need.

Perhaps the most effective check on unfocused or redundant engagement initiatives are the stakeholders themselves. Virtually all those engaged in multi-stakeholder discussions “vote with their feet”. If a particular table or organization fails to produce products that have a clear application to current needs (i.e. contributes to IRM), meeting attendance will decline or there will be a change in the seniority of representatives assigned to the discussion.

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The most effective way to ensure that CASA, or any similar organization, maintains its focus on work that is valued by its members and integrated with other parts of the Integrated Resource Management System, is to schedule regular, forthright table discussions about CASA's agenda (at least annually). Further, any proposed CASA project should be subject to considerable scrutiny with respect to its alignment with CASA's mission and its specific contribution to IRM. Of course, there is always the possibility that discussion of some air quality issues may be of interest to Alberta stakeholders, but not yet enabled within the existing IRM framework.

Since 2010 CASA has disbanded five project teams:

- ▶ the Particulate Matter and Ozone Implementation Team;
- ▶ the Confined Feeding Operations Implementation Review Team;
- ▶ the Human and Animal Health Implementation Team;
- ▶ the Vehicle Emissions Team; and
- ▶ the Flaring and Venting Team.

Subject to Board direction and further guidance from the Government of Alberta and AEMERA, the CASA Operations Steering Committee may also be repurposed or disbanded in the coming months. This is a total of 6 project teams, several of which were focused on the implementation of recommendations. Over the same period the Odour Management Team was convened and it seems likely that CASA will soon be addressing Non-Point Source Emissions.

**In practice, the renewal and alignment of CASA projects has been self-correcting, driven by Government of Alberta planning requirements, stakeholder interest and the landscape of emerging air quality issues in Alberta.**

- 6.1 In support of building an improved understanding of IRM requirements and the contribution of existing multi-stakeholder organizations, the Government of Alberta should develop a stakeholder friendly, annotated roadmap that clarifies roles, responsibilities, outputs, linkages and other information that will help clarify system requirements and stakeholder opportunities.**

### CASA and the AWC

After the Alberta Water Council (AWC) was incorporated as a not-for-profit organization in 2007, the CASA board expressed interest in the potential to collaborate with the Council on matters of mutual interest. The two organizations have a number of similarities, and stakeholders wondered if efficiencies could be gained by combining Secretariat activities and, at the strategic level, if consensus recommendations could be integrated. In March 2007, the CASA board established a committee to explore opportunities for collaboration with the AWC.

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In September 2009 the committee prepared recommendations under each of the three goals described in its terms of reference. The terms of reference suggested that collaboration opportunities between CASA and the AWC could be enhanced by:

1. Identifying opportunities for leveraging resources, increasing efficiency, avoiding duplicate efforts, and building on their respective successes;
2. Educating and raising awareness regarding the activities and processes of both the Water Council and CASA; and
3. Demonstrating a commitment to, and helping build on, the important linkages between air, land and water at the strategic level.

Of the recommendations endorsed by the CASA Board, seven addressed the need for improved communications between the two organizations. They included recommendations for improved liaison, linked websites, jointly sponsored events, annual Board updates and joint communications about the value of a multi-stakeholder approach.

Only one recommendation addressed CASA and AWC contributions to IRM. The recommendation noted the significance of the new LUF and read:

*“CASA and the AWC, in consultation with the Land Use Secretariat, hold discussions on a role for each organization in the implementation of the Land Use Framework, including regional planning and cumulative effects management.”*

CASA’s Board further directed that:

*“In scoping new projects, the secretariat will consider whether there should be collaboration with the Alberta Water Council or the Land-use Secretariat.*

*The secretariat will coordinate discussion with the Land-use Secretariat after the board meets with Alberta Environment to discuss cumulative effects management.”*

### Performance and Analysis:

Implementation of the committee’s recommendations has been limited. The Executive Directors of the organizations have shared information on a regular basis (e.g. with respect to recruitment, job descriptions, budgeting, financial administration, liaison with the Government of Alberta, and other topics). There has also been some collaboration on training opportunities and workshops of common interest.

CASA and the AWC share a common governance structure and a similar provincial relationship with place-based multi-stakeholder teams (e.g. WPACs and Airshed Zones). The organizations draw on the same funding sources and work within a similar business model. Still, it is not surprising that the organizations have had little in the way of a day-to-day exchange. The content of project work at CASA and the AWC has been distinct and has not usually resulted in substantive exchange or inquiry across project teams, where the great majority of work is done. There are exceptions. For example, AWC work on Non-Point Source

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pollution may contribute to CASA discussions. The search for efficiencies between CASA and the AWC (beyond administrative efficiencies) is normally left to participating stakeholders who have a keen interest in spending their time wisely.

In 2011 CASA's Board observed that,

*"The trend toward more integration of media at the regional level will almost certainly require a similar integrated approach at broader policy levels. Similar integration challenges exist even within air quality discussions. Companies find themselves having to manage and provide input to GHG and AQMS discussions as though they were not related. In an era of limited available sweat equity, stakeholders will demand more integrated approaches."*

**Clearly, CASA members expect that there should be a periodic assessment of the way in which provincial policy is integrated, including the way in multi-stakeholder organizations such as CASA and the AWC work together.**

- 6.2 Convene a small Working Group drawn from the Boards of the AWC and CASA (including the Executive Directors), and designated senior Government of Alberta staff with responsibility for implementation of the Integrated Resource Management System. Task them with developing recommendations to the two Boards and the responsible Deputy Ministers with respect to:**
- ▶ **the current and potential CASA and AWC projects that are contributing to, or will contribute to IRM requirements (e.g. regional plan development and implementation, regulatory frameworks, and new GoA policy requirements); and**
  - ▶ **the advisability of fully integrating the work and governance structures of the AWC and CASA, including policy development directed at managing other natural resource values as appropriate.**

### CASA, the Alberta Airshed Council (AAC) and Airshed Zones (AZ)

CASA and the Airshed Zones (AZ) have had a good relationship that has evolved in response to a changing air quality management landscape, changing needs and the addition of new players. In the past, CASA has, on request, assisted new zones with their start-up activities, providing some initial staff support and modest financial support to identify stakeholders and bring them together. The CASA board was also asked to endorse a new AZ if the board of the AZ so desired. AZ representatives have actively participated on many CASA project teams over the years, as the zones are often affected by CASA recommendations.

CASA and Airshed Zones have both played key roles in Alberta's air quality management system and their work is interconnected. Many CASA project teams have used air quality monitoring data that is collected by the AZs to assess the current state of air quality trends.

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There is a reciprocal relationship between CASA and the AZs in that airshed monitoring supports policy development and planning at CASA and CASA project teams have made recommendations for the monitoring and assessment of air quality by AZs. With Alberta's growing emphasis on place-based environmental management, CASA, AZs and the AAC have a common interest in addressing strategic issues and challenges.

At its March 24, 2010 meeting, the CASA Board accepted the final report from the CASA Airshed Zones Board Committee. A key recommendation provided for the creation of a new committee, to be called the CASA and AAC Joint Standing Committee (JSC). Among other things, this Joint Standing Committee would work to strengthen the relationship between CASA, the AAC and the individual Airshed Zones, and would provide a forum for discussing and addressing strategic issues related to effective air quality management in Alberta. The need for CASA to provide start-up support to individual airsheds has been supplanted by a collaborative approach, focused on issues of common interest.

The JSC Terms of Reference require the parties to, "clarify the roles, interests and relationships of the AAC, CASA and Airshed Zones". Accordingly, the committee commissioned a report in 2012 that examined:

- ▶ functional components of Alberta's Air Quality Management System;
- ▶ roles and responsibilities of the organizations delivering aspects of the system;
- ▶ relationships among organizations;
- ▶ government initiatives with implications for delivery of air quality management; and
- ▶ issues or inconsistencies that the JSC may wish to address.

The report posed a number of important questions regarding the planned roll-out of air quality monitoring in Alberta, the answers to which will significantly influence the role of all players involved in air quality monitoring and related policy development in Alberta. The report was subsequently forwarded to the newly created Alberta Environmental Monitoring, Evaluation and Reporting Agency (AEMERA) and AESRD. In March of 2013, Ernie Hui, CEO, AEMERA attended a JSC meeting and noted that, "AEMERA will be seeking input on system design and planning from relevant organizations (e.g. CASA, AZs). We will also be engaging with organizations currently involved in monitoring and partnering with them on operational monitoring activities."

**Until further guidance is received from AEMERA and the AESRD with respect to the questions posed in the JSC 2012 report, it will be difficult for the Joint Standing Committee to make further progress on its Terms of Reference.**

Beyond the immediate requirement to clarify the roles and responsibilities of CASA, the AAC and Airshed Zones, the JSC Terms of Reference provide for the sharing of information between the principal players. This will be an ongoing requirement and there is much that could be done to improve cross-organization communications.

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### 7. KEY ASSOCIATED RISKS

CASA's performance is closely linked to the risks identified in CASA's recently developed Risk Management Plan. Of the four risks given a high rating in the plan, two address CASA's need for sufficient and sustainable funding and two address CASA's relevance to stakeholders and their satisfaction with the organization. If CASA fails to meet performance expectations, one would expect the shortfall to be reflected in decreased funding and a loss of stakeholder support.

#### 7.1 Funding

##### The Expectation:

There was no specific Board guidance offered with respect to CASA's funding following the 2011 Performance Evaluation. However, the Board has regularly discussed the funding issue, often in the context of CASA's requirement for an annual core funding grant to maintain all Secretariat operations and support project teams. Perhaps the most significant Board discussion regarding CASA's core funding occurred in 2011, in response to a Secretariat discussion document that proposed a range of alternative funding sources for CASA, including non-GoA grant applications, contract opportunities and industry levies. In each case, these alternative sources were found to be inappropriate or unreliable.

##### Performance and Analysis:

There have been two developments in the last four years that have significantly improved CASA's sustainability. First, the Government of Alberta moved to sole source funding for CASA, initially through AESRD and then through Alberta Energy. This removed the need for annual last minute cross agency fundraising. Second, Alberta Energy has provided CASA with sufficient funding to remain in operation through the following fiscal year, allowing CASA to plan Secretariat support for the full life of projects (i.e. most projects last for 2 or more years). Still, CASA remains wholly dependent on the Government of Alberta for its core funding and should ensure that the risk management strategies prescribed in the Risk Management Plan are followed.

1. Consider timing and requirements of both the Government of Alberta and industry partners' budget cycles and budget preparation processes when planning CASA's budget (i.e. timing of funding requests, etc.).	Executive Director
2. Explore harmonizing CASA's fiscal year with the Government of Alberta's fiscal year (i.e. April 1 to March 31 vs. January 1 to December 31).	Executive Director
3. Consider the recommendations arising from the Government of Alberta's evaluation of Integrated Resource Management and the role of partners.	Executive Director to liaise with CASA President
4. Liaise with the Government of Alberta to gain a better understanding of the Results Based Budgeting initiative and consider aligning CASA's work with these expectations (i.e. Linking CASA's work more directly to budgetary provisions).	Executive Director to liaise with CASA President

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5. Ensure that funding is discussed quarterly with the Board of Directors.	Executive Director
6. Review the CASA Wind-down Fund and adjust annually to ensure it is sufficient.	Executive Committee

More recent Board discussions have focused on the need for financial support for individual projects, some of which is supplied by the Government of Alberta and some from participating industries. The requirement for project funding has been difficult to resolve because these funding requests are typically submitted outside of normal budgetary cycles. CASA Project Charters include an estimate of project funding requirements, but there is no evidence that this requirement alone will address project funding shortfalls. Again, in the interim, the approved strategies in the Risk Management Plan should be followed.

1. Meet with Board Members annually to review their priorities and seek alignment with CASA's agenda.	Executive Director
2. Consider timing and requirements of both the Government of Alberta and industry partners' budget cycles and budget preparation processes when planning CASA's budget (i.e. timing of funding requests, etc.).	Executive Director
3. Ensure that project charters include specific budget projections and that Board approval of the Project Charter includes a discussion of the budget.	Working Group Executive Committee
4. Explore alternatives for providing sustainable, predictable funding for CASA project teams.	Industry Caucus Government Caucus

## 7.2 Stakeholder Satisfaction

Since CASA's inception, its members have placed a high priority on assessing the extent to which its work satisfies stakeholder needs. The level of satisfaction may be measured through regular surveys, anecdotal information, evidence of chronic or recent disaffection by participants or a decline or increase in related indicators (e.g. a decline/increase in attendance or the seniority of engaged participants). The Performance Measurement Strategy provides at least 4 measures that are directly associated with stakeholder satisfaction:

The 3-year stakeholder satisfaction survey is listed in the PMC strategy as a measure of "providing support to stakeholders". This survey is a composite of several survey questions, all ostensibly directed at providing a reasonable measure of stakeholder satisfaction. This year, the survey measured stakeholder satisfaction at 50%, up from the 47% measured three years ago. While having met the target (i.e. an increase over the previous survey) it is still considered to be too low.

Three other measures of stakeholder support provide a different view. Under the same objective, project teams' satisfaction with support provided by the Secretariat is measured at 86%. In response to 2013 bi-annual project team surveys, team members' degree of satisfaction with the support provided by their respective Board members was measured at 84%. Project team satisfaction with the project work done and with their ability to participate in a collaborative manner was measured at an average of 84%.

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A closer look at the methodology used to calculate responses to the 3-year survey is warranted to explain the significant difference in these numbers and to arrive at a more consistent measure. For example, in 2013, of 36 respondents answering a question about their satisfaction with CASA support to Airshed Zones, 11 answered that they “didn’t know”. These 11 responses were subsequently included in the total universe of respondents, effectively placing them with those who were then presumed to be not satisfied for reporting purposes.

### **7.2.1 The 3-year stakeholder satisfaction survey should be revisited to bring the survey design and calculation methodology in line with the Performance Measures Committee’s more recent work.**

In any case, stakeholder satisfaction is and will remain the most important measure CASA uses to assess its performance and value. Again, the Risk Management Plan provides useful strategies to improve performance.

1. The strategic plan is evergreen and is renewed every 3 years.	Executive Director
2. Meet with Board Members annually to review their priorities and seek alignment with CASA’s agenda.	Executive Director
3. Review the annual results of Performance Measures & Indicators and discuss implications for CASA priorities. (This includes the Stakeholder Satisfaction Survey, every 3 years.)	Executive Committee & Board Members
4. Initiate the Performance Evaluation with all 3 caucuses, every 3 years.	Executive Committee
5. Consider the recommendations arising from the Government of Alberta’s evaluation of Integrated Resource Management and the role of partners.	Executive Director to liaise with CASA President
6. Ensure that CASA’s priorities align with the implementation of the Alberta Environment and Sustainable Resource Development “Renewed Clean Air Strategy” and “Action Plan”.	Executive Committee & Board Members

In order to ensure that stakeholders recognize CASA’s value as a forum for multi-stakeholder dialogue and to ensure that consensus outcomes are not the sole measure of success, the following strategies are provided in the Risk Management Plan.

1. Ensure that Project Charters include an explicit description of about the decision-making model to be used by the project team, including which decisions will require consensus of the parties.	Working Group
2. Meet with Board Members annually to review their priorities and seek alignment with CASA’s agenda.	Executive Director
3. Consider shifting the CASA brand to focus on the broader collaborative toolkit, with less focus on the consensus model.	Communications Committee
4. Develop a best practices guide for managing and documenting non-consensus outcomes – a companion piece to the Guide to Managing Collaborative Processes.	Executive Director Secretariat

## APPENDIX A: CASA PERFORMANCE EVALUATION 2014 TERMS OF REFERENCE

Revised – August 2, 2014

### Background

Article 16 of the Clean Air Strategic Alliance bylaws is sometimes described as the “sunset clause”, intended to evaluate and reaffirm support for the organization. The clause reads:

*The performance of the Society will be evaluated upon the expiration of three years from, the date of its incorporation, or the date of its last performance evaluation by the Members of the Society.*

CASA’s first formal performance evaluation occurred in 1997. There were three stages in the process: one, board members consulted with their stakeholder group to confirm support for CASA’s decision-making approach and its priorities; two, board members held a workshop to present the results of their stakeholder meetings; and three, an action plan was developed that addressed communications planning, board roles and processes, and ways to improve the effectiveness of project teams.

In 2001, a committee of four board members conducted a more limited review. They considered the question: *Does CASA have the necessary elements in place to support its work?* The committee recommended that the board renew the CASA mandate for an additional three year period and made some suggestions regarding funding.

In 2004, a steering committee consisting of one representative from each sector oversaw the performance evaluation. It was conducted by an independent evaluator, PAGE Management Counsel Ltd. The steering committee followed up on five areas for improvement recommended in the report.

In 2007, the CASA Board created a Performance Evaluation Committee to answer the question, “How effective is CASA in supporting the Government of Alberta in strategic air quality planning?” Three committee members contributed the equivalent of 20 full working days each - to preparation, interviews, meetings and report writing. The Board accepted the committee members’ report and forwarded their recommendations for consideration in the development of a new strategic plan.

In 2010, CASA completed the performance evaluation as part of a comprehensive 8 month strategic review. The review included: an E-scan done by the University of Alberta; the engagement of Foresight Canada to lead a Board strategic planning exercise; preparation of a mission review discussion document; and caucus workshops to review CASA performance. All of these elements culminated in a 2-day strategic retreat that resulted in a renewed member commitment to the Alliance and a new Strategic Plan.

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### Observations

In conducting 5 previous performance evaluations, CASA members and staff have invested a great deal of time in the renewal process. While performance evaluation is a bylaw requirement, and revision of the strategic plan is an important undertaking at CASA, the Executive has suggested that CASA should be looking for efficiencies in the roll-out of the 2014 review.

These efficiencies could be found by:

- ▶ Drawing on the work of previous reviews. The 2010 review, in particular, contains many observations that are still very relevant and may simply need to be revisited and updated in light of developments over the last 3 years.
- ▶ Incorporating elements of the recently approved risk management plan. The plan provides useful guidance with respect to CASA governance and specific vulnerabilities.

- ▶ Preparing a discussion document that includes background, analysis and “SMART” recommendations with respect to key strategic challenges, for review by caucuses and for subsequent board discussion and decision.
- ▶ Presenting the discussion document at the September, 2014 Board meeting, then setting an expectation that the evaluation will conclude at the following meeting in December.

- ▶ Spending caucus time on this file wisely, so that discussions are focused on the discussion document and so that an informed member consensus emerges between September and December.

### Terms of Reference and Deliverables

At the request of the Executive Committee, Norm MacLeod will prepare the referenced discussion document, under the committee’s direction. In preparing the document he will consult with CASA Board members, so that the most current stakeholder concerns are considered. While it is acknowledged that this review is directed at meeting CASA bylaw and planning requirements, it may also inform and draw on the current Alberta ESRD initiative – Working with Others in IRMS, Multi-stakeholder Organizations Review.

1. The discussion document will address, at a minimum, the following elements:
  - ▶ An evaluation of CASA performance against the 2010 renewed member commitment to the Alliance, as expressed in the 2010 Strategic Plan (and in related documents)
  - ▶ CASA’s role and mission within the current landscape of stakeholder engagement in Alberta and in comparison with other engagement opportunities (e.g. the Alberta Water Council, Air shed groups, RAC’s, etc.)?
  - ▶ CASA’s effectiveness (including record of implementation) and CASA’s contribution to natural resource management planning and policy development in Alberta.
  - ▶ CASA’s potential agenda over the next strategic cycle (i.e. 2015 – 2017)
  - ▶ Consensus vs. Non-consensus outcomes (including value, implications and mechanisms)
  - ▶ The organization and function of the Secretariat, Executive, Board and Project Teams

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- ▶ Board membership and related representation
  - ▶ Stakeholder/member capacity
  - ▶ Funding for both 1) core functions and 2) project team work
  - ▶ Key challenges (i.e. risks and opportunities)
2. Where appropriate the document will offer recommendations for the Board's consideration. In other instances, key questions may be posed to promote discussion.
  3. Previous iterations of the Performance Evaluation would have benefitted from recommendations to establish ongoing mechanisms to implement findings. This requirement will be addressed in the document.
  4. As per the wording used in the 2010 review, the document will explicitly pose the question to members, "Is there still value in CASA and its approach?"
  5. The final discussion document will be available for Board distribution by September 10, 2014. A draft for Executive Committee review will be provided by September 2, 2014.
  6. Norm MacLeod will provide a presentation, outlining key elements of the document at the September 18, 2014 Board meeting, and will remain available for follow-up with the Executive and Board members through to Sept. 30, 2014.

The discussion document and the Sept. 18 Board presentation should "set the table" for individual caucus meetings in the Fall, and a subsequent Board meeting in December to determine if all members are committed to CASA renewal, and on what basis.

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### APPENDIX B: PERFORMANCE MEASURES

Table 1 outlines the 2013 performance measures results. Additional information can be found in Appendix A.

**Table 1: Performance Measures** (\* indicates that the measure will be included only in the PMC Annual Report and NOT in the CASA Annual Report. These measures are for internal consideration only. All other measures will be included in the PMC and CASA Annual Report).

Objective	Performance Measure	Target	Actual	Notes
<b>Secretariat</b>				
Ensure that CASA is financially efficient and accountable.	<ul style="list-style-type: none"> <li>Annual operations and cash flows are in accordance with Canadian generally accepted accounting principles (GAAP).</li> </ul>	In compliance	In compliance	
	<ul style="list-style-type: none"> <li>*Sufficient operating funds are available to bridge CASA's and GoA's fiscal years.</li> </ul>	3 months of operating funds	3 months	
Implement the CASA Strategic Plan.	<ul style="list-style-type: none"> <li>*Percentage of objectives from the Strategic Plan listed as in progress or complete (according to the Secretariat's colour coded rating system).</li> </ul>	100%	81%	The Board designated the objectives under Goal 1 and 2 as the top priorities for CASA. The % of objectives under these two goals listed as in progress or complete is 100%. Most of the objectives not being acted upon are related to communications.
Monitor the implementation of CASA recommendations.	<ul style="list-style-type: none"> <li>*Percentage of low-rated recommendations being monitored.</li> </ul>	100%	100%	
Provide support to CASA stakeholders.	<ul style="list-style-type: none"> <li>Degree of CASA members, partners and stakeholders' satisfaction with CASA.</li> </ul>	Maintain or increase	50%	Satisfaction increased by 3% from 47% in 2010.
	<ul style="list-style-type: none"> <li>*Project teams' degree of satisfaction with support provided by Secretariat.</li> </ul>	Maintain or increase	86%	This is the first year this measure has been calculated.

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Objective	Performance Measure	Target	Actual	Notes	
<b>Board</b>					
Encourage Board member participation in CASA.	<ul style="list-style-type: none"> <li>Percentage of Board attendance at Board meetings by sector.</li> </ul>	75%	Government – 53% Industry – 83% NGO – 95%	The target for government was not met. The government caucus consists of federal, provincial, municipal, First Nations, and Métis representatives.	
	<ul style="list-style-type: none"> <li>*Project teams' degree of satisfaction with support provided by Board member counterparts, by sector.</li> </ul>	Maintain or increase	Government – 86% Industry – 90% NGO – 75%	This is the first year this measure has been calculated.	
<b>Strategic Plan Goal 1: To provide strategic advice on air quality issues and the impacts of major policy initiatives on air quality.</b>					
Influence and inform AQ policy.	<ul style="list-style-type: none"> <li>Documents produced to inform GoA &amp; other stakeholders which includes a summary of the document and a qualifying description of the anticipated influence on air quality.</li> </ul>	Demonstrate influence	Demonstrated influence	CASA produced seven documents that engaged stakeholders, shaped CASA's policy agenda and focus, and influenced air quality in Alberta. See Additional Information in Appendix 1.	
<b>Strategic Plan Goal 2: To contribute to the continued development and implementation of effective and efficient air quality management in Alberta.</b>					
Develop reports and recommendations using the CDM process.	<ul style="list-style-type: none"> <li>Degree of satisfaction with project team work, by team:               <ul style="list-style-type: none"> <li>The Project Charter was completed.</li> <li>The work was completed in a timely manner.</li> <li>The process was collaborative.</li> <li>The team developed SMART (Specific, Measurable, Actionable, Realistic, Time-bound) recommendations.</li> </ul> </li> </ul>	75%	PMOIT	HAHT	PMOIT – Particulate Matter and Ozone Implementation Team HAHT – Human and Animal Health Team The HAHT did not meet the target for completing work in a timely manner or that the team developed SMART recommendations.
			100%	86%	
			100%	29%	
			100%	86%	
			100%	71%	

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Objective	Performance Measure	Target	Actual	Notes
<b><i>Strategic Plan Goal 3: To contribute to the development of a reliable, comprehensive, objective knowledge system with respect to air quality, health, and environmental impacts, and management and mitigation mechanisms.</i></b>				
Provide available AQ information.	• Number of visits to CASA's Information Portal webpage.	Maintain or increase	No data available	The Information Portal webpage is still in development.
	• Number of phone inquiries for information.	Maintain or increase	No data available	Data collection was unsuccessful. <sup>1</sup>
<b><i>Strategic Plan Goal 4: To communicate information that builds awareness, understanding, and commitment to air quality management in Alberta.</i></b>				
Improve project team knowledge of the CDM process.	• *Project teams' degree of satisfaction with capacity to participate in collaborative processes.	Maintain or increase	90%	This is the first year this measure has been calculated.
Increase awareness of CASA, CASA projects and CDM.	• Number of 3 <sup>rd</sup> party requests for CASA assistance.	Maintain or increase	No data available	Data collection was unsuccessful. <sup>1</sup>
	• Number of return and unique visitors to website.	Maintain or increase	Return – 2928 Unique – 4597	Return visits decreased from 3480 in 2012. This is the first year that unique visitors has been calculated.
	• Number of news stories about CASA.	Maintain or increase	16	This is an increase from 8 in 2012.

### Recommendation 1: Approve performance measures results.

The Performance Measures Committee recommends that the Board approve the results of the 2013 performance measures and the inclusion of the appropriate performance measures in the 2013 CASA Annual Report.

<sup>1</sup> The Secretariat is responsible for data collection for these two measures. The method used to collect the data was unsuccessful. The PMC has offered the Secretariat several suggestions to improve data collection for the 2014 reporting period.

## APPENDIX C: LETTER TEMPLATE FOR SECTORS WITH NO UMBRELLA ASSOCIATION

*From December 9, 2009 Board Meeting, Item 1.5 – Attachment I*

### Purpose

The following parties enter into this Memorandum of Understanding (MOU):

X Company  
Y Association  
Z Group

hereafter referred to as the \_\_\_\_\_ (e.g., X Sector Collective).

The purpose of this MOU is to establish a process for the selection and appointment of an individual representative from the collective to be the X Sector Collective representative and alternate representative on the Clean Air Strategic Alliance (CASA).

The parties agree as follows:

- A. Each party shall be a member of the Collective and shall have one vote.
- B. The Collective shall be a member of and represent the interests of the power generation sector in the Clean Air Strategic Alliance Association.
- C. In addition to meeting and voting in person, voting may take place using telecommunications, the Internet or other electronic means.
- D. Any vote or motion made by the collective shall be carried by a majority and, in the case of a tie, the Chair shall have a casting vote.
- E. The parties shall, from time to time, elect a Chair who will be entitled to call a meeting. A request to hold a meeting may be made to the Chair by a majority of the members in which case the Chair must call a meeting within 30 days of the receipt of such notice. It is agreed that until determined otherwise in accordance with paragraph "C" above, the first Chair shall be \_\_\_\_\_.
- F. At any duly called meeting, which shall be at least every twelve months, the group shall elect a representative and alternate representative to CASA. It is understood that the first representative shall be \_\_\_\_\_ and the first alternate shall be \_\_\_\_\_ and their appointments shall be for a term expiring \_\_\_\_\_. In the event an election to appoint new representatives has not taken place prior to the expiry of their term, their appointments shall continue beyond that date until such time as an election has taken place.
- G. It shall be the responsibility of the chosen representative and the alternate representative to use their best efforts to ascertain and present the collective interests of the members of the Collective to CASA and to provide the members of the Collective with regular communications with respect to items under discussion by CASA and the outcomes of those discussions.

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- H. The members of the Collective shall regularly communicate the activities of CASA to their respective memberships.
- I. The Chair may respond to any request by CASA for confirmation as to the appointed representatives.
- J. This agreement may be amended or cancelled, including the addition or removal of members to the collective by motion as provided in paragraph "C" above.
- K. Any member of the collective may resign by providing 30 days' notice to the Chair.

This MOU shall commence on the date it is fully executed by all parties and remain in effect until cancelled or amended.

By signatures affixed below, the parties acknowledge their agreement:

X Company Per:	Date
Y Association Per:	Date
Z Group Per:	Date

# Information Brief

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## **What is aemera.org?**

The Alberta Environmental Monitoring, Evaluation and Reporting Agency (aemera.org) is the provincial organization established to monitor, evaluate and report on key air, water, land and biodiversity indicators to better inform decision-making by policy makers, regulators, planners, researchers, communities, industries and the public. aemera.org's mandate is to provide open and transparent access to scientific data and information on the condition of Alberta's environment, including specific indicators as well as cumulative effects, both provincially and in specific locations.

## **Why is aemera.org being set-up?**

Working with a network of environmental groups, industry and agencies, the Government of Alberta has been conducting environmental monitoring activities over that past 40 years under the *Environmental Protection and Enhancement Act*.

As natural resources development activities have increased significantly in that time – particularly with the oil sands region in northern Alberta – the province has recognized the need to strengthen its monitoring, evaluation and reporting activities especially in terms of understanding the impacts of cumulative effects and impact on the environment.

## **What is aemera.org responsible for?**

Effective immediately, aemera.org is responsible for monitoring provincial air and water quality and ambient monitoring of biodiversity, previously managed by Alberta Environment and Sustainable Resource Development.

It is also leading the province's involvement in the Joint Canada-Alberta Implementation Plan for Oil Sands Monitoring (JOSM), working with the federal government and stakeholders in the oil sands region to coordinate and enhance environmental monitoring activities in the area.

Over six months, aemera.org will expand to include additional environmental indicators for air, water, land and biodiversity in all regions of the province, and over the next year will evolve further to fulfill its mandate to provide open and transparent access to scientific data and information on the condition of Alberta's environment, including specific indicators as well as cumulative effects, both provincially and in specific locations.

## **Where can I get more information?**

The aemera.org website is the best source of up-to-date information on the agency. It is being updated daily with information about the organization, and will evolve over the next several months to become an information and data portal for information on Alberta's environmental conditions.

### **2009 Ambient Air Monitoring Strategy for Alberta**

The 2009 Ambient Air Monitoring Strategy for Alberta (CASA Strategy) was approved by the Clean Air Strategic Alliance (CASA) Board in September of 2009. The CASA Strategy is intended to:

- identify and address current air monitoring gaps in areas where there are concerns about human health, acid deposition and smog formation;
- improve responsiveness to emerging air quality issues in Alberta that will result from population and industry growth;
- address funding and implementation issues that resulted in the 1995 plan not being fully implemented; and
- focus air and deposition monitoring on collecting the appropriate information that is needed for cumulative effects management.

Over the past five years most of the 28 recommendations from the CASA Strategy have been partially or completely implemented. Most of these recommendations have been fully implemented in the oil sands region of the province because of the increased efforts put towards monitoring through the Joint Canada|Alberta Implementation Plan for Oil Sands Monitoring. With future changes in the governance of monitoring through aemera.org and the development and implementation of regional plans, it may be time to consider an integrated monitoring strategy for the province. The framework of the 2009 CASA Strategy can serve as an important starting point for future strategic discussions.

### **CASA Operations Steering Committee (OSC) and CASA Data Warehouse**

The CASA OSC was established in the late 1990s to oversee the implementation of the original 1995 Air Monitoring Strategy for Alberta and the development of the data management system that would eventually house ambient air quality data (CASA Data Warehouse). Over the years, the committee's functions narrowed to approving the annual budget for the CASA Data Warehouse. Over the past few years, funding and in-kind support for the CASA Data Warehouse has been provided entirely by Environment and Sustainable Resource Development (ESRD). The OSC has not been involved in approving the annual budget and has not been active since 2010.

The CASA Data Warehouse is currently in need of replacement and government is looking at securing resources for a re-build. Also, aemera.org is considering a single outward facing system for providing ambient data and information for all media to stakeholders and the public. The re-build of the CASA Data Warehouse may be part of this initiative.

### **2014 Air Monitoring Directive**

ESRD is currently revising the Air Monitoring Directive (AMD) to reflect the current state of monitoring technologies used for routine air monitoring in Alberta, provide direction for data quality assurance and quality control, and providing requirements for electronic data submission to a centralized data management system (currently the CASA Data Warehouse). The fundamental principles of the 2009 Ambient Air Monitoring Strategy for Alberta are incorporated into the new AMD. The 2014 AMD is being released in chapters and is available from the ESRD web site.

## **INFORMATION SHEET**

**ITEM:**                    3.2     **South Saskatchewan Regional Plan (SSRP) Air Management Framework**

**ISSUE:**                    On July 23, 2014, the Government of Alberta released the South Saskatchewan Regional Plan, the second plan developed under Alberta's Land-use Framework. The plan is a strong, comprehensive and long-term vision for busy and growing southern Alberta. This regional plan makes a clear statement about Alberta's long-term commitment to conservation, protection of watersheds, sustaining biodiversity and sensitive habitats, and to the continued growth and prosperity of southern Alberta. The SSRP creates eight new or expanded conservation areas, sets strict environmental limits for air and water quality, protects Alberta's water supply and will ensure more recreational options for Albertans.

The SSRP establishes environmental management frameworks for air and surface water quality that include strict environmental limits. These frameworks are key to cumulative effects management under regional plans, which monitor and manage the combined impacts of all development on the air, land, water and biodiversity. The air quality and surface water quality management frameworks will be effective with the SSRP on September 1, 2014.

**STATUS:**                    The South Saskatchewan Region Air Quality Management Framework will be effective with the South Saskatchewan Regional Plan on September 1, 2014

**ATTACHMENTS:**     **A.**     Environmental Management Frameworks for the South Saskatchewan Region – Factsheet, July 2014

**B.**     South Saskatchewan Region Air Quality Management Framework – Factsheet, July 2014

# South Saskatchewan Region Air Quality Management Framework

## What is the Air Quality Management Framework under the South Saskatchewan Regional Plan?

The management framework focuses on managing ambient air quality in the South Saskatchewan Region with respect to ambient concentrations of nitrogen dioxide (NO<sub>2</sub>), ozone (O<sub>3</sub>) and fine particulate matter (PM<sub>2.5</sub>). These indicators were chosen as monitoring shows they are at increasing and/or elevated levels in some areas of the region and they are predicted to increase with expanding development and growing populations. They are of primary importance in the South Saskatchewan Region currently because of their contribution to what is referred to as “urban smog.” Sources of these emissions in the region include building and home heating, road and construction operations, transportation, agriculture and industrial facilities. The framework is designed to maintain flexibility in how we manage cumulative effects of development on air quality within the region and is complementary to existing policies, legislation and regulations.

### What are its goals?

- Adopt cumulative effects management at the regional level and take a collaborative approach to proactively manage NO<sub>2</sub>, O<sub>3</sub> and PM<sub>2.5</sub> considering both point and non-point sources of substances.
- Develop action triggers for NO<sub>2</sub>, O<sub>3</sub> and PM<sub>2.5</sub> and use monitoring data to determine ambient air quality in relation to triggers, limits and levels.
- Provide effective and efficient management tools that support the flexibility needed to address local ambient air quality issues within the region.
- Proactively identify and address issues to help maintain and improve existing air quality and to address health and environment issues associated with development within the region.
- Align with regulatory and non-regulatory processes to help ensure that development can continue and air quality that supports a healthy human population and the environment will be maintained or improved.

### How will it work?

The management framework establishes ambient limits and triggers. The limits represent levels beyond which ambient air quality concentrations are unacceptable. The triggers are signals in advance of the limits that allow for evaluation, adjustment and innovation on an ongoing basis. For NO<sub>2</sub> the triggers and limit are based on the Alberta Ambient Air Quality Objective (AAAQO). The triggers and limits for PM<sub>2.5</sub> and O<sub>3</sub> are based on the Canadian Ambient Air Quality Standards

(CAAQS). The AAAQOs and CAAQSS are provincial and national objectives designed to protect human health and the environment.

If a trigger or limit is exceeded, there will be a management response. By setting the triggers below the ambient air quality limit, the framework allows sufficient time to plan and react so as to avoid exceeding that limit.

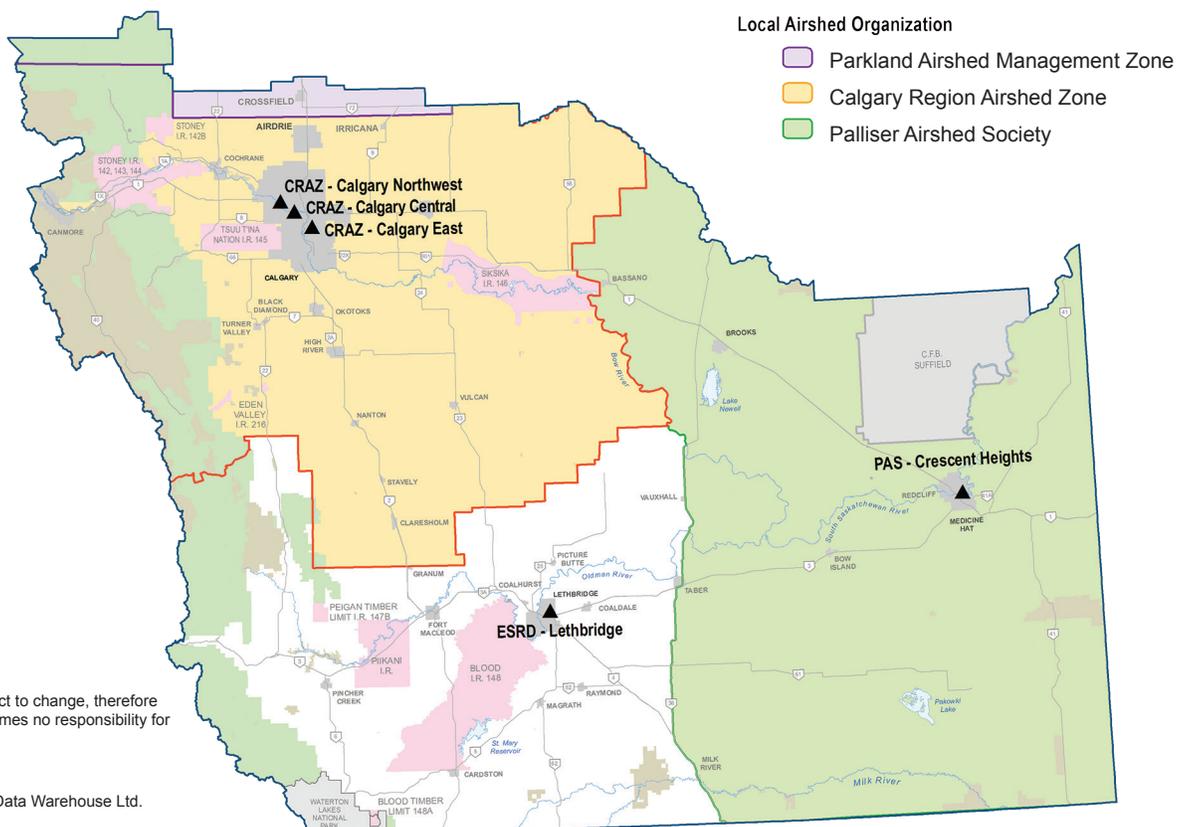
### Annual Ambient Air Quality Level Descriptions

Level	Description	Management Intent
Level 4	Ambient air quality exceeding air quality limit	Improve ambient air quality to below the limit
Limit		
Level 3	Ambient air quality below but approaching the air quality limits	Proactively maintain air quality below the limit
Trigger into Level 3		
Level 2	Ambient air quality below air quality limits	Improve knowledge and understanding, and plan
Trigger into Level 2		
Level 1	Ambient air quality well below air quality limits	Apply standard regulatory and non-regulatory approaches

Multi-stakeholder organizations such as local airshed organizations and the Clean Air Strategic Alliance (CASA), a non-profit organization with representation from industry, government and non-government organizations, contribute to air quality monitoring and management in Alberta. They are expected to continue to contribute as the management framework is implemented.

In the region, five community stations report the ambient air concentrations for several substances including NO<sub>2</sub>, O<sub>3</sub> and PM<sub>2.5</sub> to Alberta's Ambient Air Quality Data Warehouse. The stations are managed by the Calgary Region Airshed Zone, the Palliser Airshed Society and the Alberta Environmental Monitoring, Evaluation and Reporting Agency (aemera.org). These five stations are the framework's source of monitoring data.

### Local Airshed Group Organizations and aemera.org Continuous Air Monitoring Stations



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Base Data provided by Spatial Data Warehouse Ltd.

# Environmental Management Frameworks for the South Saskatchewan Region

## What is an environmental management framework?

An approach for managing the long-term cumulative effects of development on the environment at a regional level. Building on existing Alberta government environmental policy, legislation and regulation, frameworks provide regional context for the long-term management of existing activities and for future development.

### What does a framework do?

A management framework:

- identifies desired regional objectives,
- identifies key indicators and regional threshold values, including triggers and limits,
- sets the foundation for ongoing monitoring,
- requires evaluation and reporting on results, and
- provides for communication of the results to Albertans.

**Limits** are levels at which the risk of adverse effects on environmental quality is becoming unacceptable. **Triggers** are set in advance of limits as early warning signals and support proactive management. Ambient conditions in a region will be monitored as described in the management frameworks. If ambient conditions exceed a trigger at specified monitoring locations, a management response is started.

Key steps in this management response include:

- Verification
- Preliminary assessment
- Investigation
- Mitigative Management Actions
- Oversight/Delivery of Management Actions
- Evaluation
- Communication

The response will depend on the circumstances and the kinds of approaches that will best support regional outcomes and objectives. Management actions can include the use of regulatory tools (such as approval conditions and regulations) and non-regulatory approaches (such as voluntary incentive programs, education and awareness initiatives).

This proactive and dynamic management approach will help ensure negative trends are identified and assessed early on and will reduce the risk that activity exceeds regional limits.



Environmental Management Frameworks for the South Saskatchewan Region

- An Air Quality Management Framework completed
- A Surface Water Quality Management Framework completed
- A biodiversity management framework in development
- A proposed groundwater management approach to include enhanced regional monitoring and continued groundwater mapping

## What is cumulative effects management?

Cumulative effects is the combined impact of past, present, and reasonably foreseeable human activities on a region's environmental objectives. Cumulative effects management recognizes that our watersheds, airsheds, and landscapes have a finite capacity.

Environmental management frameworks take a cumulative effects management approach to managing disturbances and impacts on the landscape. This approach considers the collective impact of all activities in an area on the environment, society and economy.

The fundamental principles of a cumulative effects management system include:

- **Outcomes-based:** clearly defining desired end-states.
- **Place-based:** meeting the differing needs of regions within the province.
- **Performance management-based:** using adaptive approaches to ensure results are measured and achieved.

- **Collaborative:** building on a culture of shared stewardship; using a shared knowledge base.
- **Comprehensively implemented:** using both regulatory and voluntary approaches.

Cumulative effects management integrates tools, resources and relationships to manage activities that affect the environment, economy and social factors in a particular place. It follows an adaptive “plan-do-check” approach to setting, meeting and evaluating place-based outcomes. This approach incorporates new information, technology and tools ensuring it remains a relevant and up-to-date system.

The Government of Alberta is implementing cumulative effects management throughout the province, and the Ministry of Environment and Sustainable Resource Development has a leadership role on the environmental (air, water, land, biodiversity) components.

Cumulative effects management is the approach used by the Government of Alberta under the integrated resource management system. This initiative includes:



- World-leading environmental monitoring;
- Regional plans under Alberta's Land-use Framework;
- The creation of a property rights advocate; and
- A single regulator for oil and gas development.

## DECISION SHEET

**ITEM:** 4.1 Non-Point Source Project Charter

**ISSUE:** The Non-Point Source Working (NPS) Group has developed an NPS Project Charter for a potential NPS Project Team. The document is being presented for the Board's discussion and approval.

**BACKGROUND:** At the June 2013 Board meeting, the Board reviewed a statement of opportunity for the management of NPS in Alberta. While the board agreed that NPS is an important issue that needs to be addressed, they agreed that further scoping and prioritization would be required to establish a project team. The board directed the Secretariat to convene a workshop on NPS.

An NPS workshop was held in Calgary in October 2013, directed at exploring the ways in which CASA could add value to the management of NPS in Alberta. The intended outcome of the workshop was to provide advice for the Board's consideration on how to proceed. A range of opportunities were identified.

At the December 2013 board meeting, the Government of Alberta (GoA) committed to championing the NPS issue, and subsequently convened internal cross-agency discussions, directed at the development of a Statement of Opportunity (SoO). The GoA reported on their progress at the March 2014 Board meeting and suggested that a working group be convened to further develop the SoO. The Board agreed that the NPS file warrants further consideration by CASA, but indicated that there was limited interest in continuing with the issue at a Board level until the scope and prioritization of work could be further refined. The Board directed the Secretariat to establish a working group to develop a project charter, to be presented to the Board in September 2014.

**STATUS:** 10 interested stakeholders convened in June 2014 to form the NPS Working Group. The group discussed ways to strike a balance between helping to address regional issues that are currently relevant, and helping to address NPS on a provincial scale with cross-cutting actions. The group also considered what could realistically be accomplished by a CASA project team in approximately 22 months.

The group agreed to limit the scope of the NPS Project to NPS emissions of primary PM<sub>2.5</sub>, and precursors of secondary PM<sub>2.5</sub> and O<sub>3</sub> (SO<sub>x</sub>, NO<sub>x</sub>, VOCs, and ammonia). The group created a Project Charter, which breaks down the work of the project team into four objectives and corresponding strategies, and provides additional guidance on sequencing, stakeholder engagement, risk management, resourcing, and deliverables.

**Project Goal:** To help address non-point source air emissions contributing to primary PM<sub>2.5</sub> and O<sub>3</sub> standard non-achievement in Alberta.

**Project Objectives:**

1. Compile and review information and agree on a common understanding of non-point sources in Alberta.
2. Identify non-point source opportunities in Alberta, where CASA's multi-stakeholder approach could add the most value.
3. Identify and recommend management actions, which could include recommending policy change, to address the highest value non-point source air emissions opportunities in Alberta (from Objective 2).
4. Develop and implement a strategy and action plan for communicating the work of the project team and engaging stakeholders and the public.

**Deliverables:**

The main deliverable of the project will be a final report providing recommendations and key findings, and documenting the methodology and outcomes of each objective and strategy.

As outlined in the strategies of each objective, the following sub-deliverables will also be produced during the course of the project team's work:

- An evaluated list of recommended management actions and advice for implementation. Depending on outcomes of each objective, this has the potential to be used as a practitioner's guide.
- Communication tools developed in support of Objective 4.

This project charter is meant to offer direction and advice to the convening CASA project team, subject to receiving approval from the Board.

**ATTACHMENTS:** A. Non-Point Source Project Charter

**DECISIONS:**

1. Approve the Non-Point Source Project Charter.
2. Approve the formation of the Non-Point Source Project Team, coordinated by the Secretariat. The Board will be canvassed for suggested participants for the team.

Non-Point Source Project Charter  
*Presented by the Non-Point Source Working Group  
to the CASA Board of Directors*

September 2014



# Non-Point Source Draft Project Charter

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## Introduction

Non-point source (NPS) air emissions are a key element in the Government of Alberta's (GoA) *Clearing the Air: Alberta's Renewed Clean Air Strategy (CAS)*, and a significant issue to CASA stakeholders. NPS emissions must be addressed if we are to maintain and improve air quality in Alberta. A project to address NPS emissions aligns with the CASA goals of providing strategic advice, and of contributing to the development and implementation of effective air quality management in Alberta. It would also contribute to management of air quality in the Capital region, Red Deer, and Calgary, by informing potential actions that could be taken as a part of regional management response plans under Alberta's Land Use Framework, or identifying cross-cutting actions benefitting all areas. On a provincial scale, an NPS project complements CAS.

A complex issue, NPS emissions involves a broad range of stakeholders with a wide variety of perspectives and degrees of understanding; many interests will need to be considered. For individual agencies this would pose a challenge, due to the potentially sensitive nature of possible related management recommendations. However, CASA has a unique ability to build relationships and provide a neutral forum in which this type of multi-stakeholder and multi-interest work can be done.

## Background

The issue of NPS emissions initially came to CASA through its work on Vehicle Emissions Project Teams (VET), which were active from 1998 to 2007. They had a mandate to implement initiatives to protect human health and the environment from vehicle emissions produced in Alberta. In 2010, the CASA Board of Directors accepted the VET Final Report.

After the disbandment of VET, the CASA Secretariat asked stakeholders to identify priority air quality issues. Transportation continued to be an important issue, however the Secretariat noted that conversations regarding vehicle emissions frequently led to discussions of NPS emissions. Vehicle emissions were seen by stakeholders as only one piece of the greater NPS issue. With clear direction from the Board in 2012, the development of a Statement of Opportunity was focused on NPS emissions. Also in 2012, the GoA released the CAS and the associated Action Plan, which outline four strategic directions and key categories of actions for implementation. Many of the actions identified address NPS emissions.

An NPS Statement of Opportunity was developed collaboratively with interested stakeholders, and presented to the Board in June 2013. The document began to contextualize the issue, including a general description of NPS emissions, current regulations and incentives, and a summary of past CASA work on mobile sources. It also identified options for potential areas of work.

Though each of the areas of work identified had the potential to be the focus for a project team, no corresponding prioritization was provided. Presented with of such varied options of scale, jurisdiction, and audience, the Board was unable to agree on how best to proceed. To

explore how CASA could add value to the management of NPS emissions in Alberta, the Board agreed to convene a targeted one-day workshop.

### NPS Workshop

In October 2013, CASA hosted representatives from a broad cross-section of stakeholder organizations at an NPS Workshop in order to begin developing a common understanding of NPS emissions in Alberta, and to discuss needs, gaps, and opportunities for CASA to add value.

Three priority areas of work were identified. Although considered to be equal in importance, it was suggested that they be addressed in the following order:

- **Understanding the NPS issue**, through: development of an NPS emissions inventory; exploring data management provisions; identification of information/data gaps; and modelling. These activities would be directed at building confidence in available information.
- **Assessing options for action**, by developing templates and tools that equip organizations and individuals to address important NPS air quality issues, and by providing guidance regarding management options. This work may be complementary to implementation of the Clean Air Strategy and Regional Land Use Plans.
- **Engaging the public and stakeholder groups** to build awareness of NPS air quality issues and support for related actions.

### NPS Working Group

At the December 2013 Board meeting, in response to the outcomes of the workshop, the GoA offered to champion the preparation of a new NPS Statement of Opportunity, in consultation with other interested parties. At the March 2014 Board meeting, Alberta Environment and Sustainable Resource Development (ESRD) provided an update on GoA's progress. The CASA Board indicated that there was limited interest in continuing with this issue at a Board level until the scope and prioritization of work could be further refined. The Board directed the Secretariat to establish a working group to create an NPS project charter, which would be presented at the September 2014 Board meeting. A group of 10 interested stakeholders convened in June 2014 to form the NPS Working Group. Membership of the working group is provided in Appendix A.

The Working Group noted the recent and historical exceedances of the Canada-Wide Standards for Particulate Matter 2.5 (PM<sub>2.5</sub>) and ozone (O<sub>3</sub>), respectively, that have occurred in the Capital, Red Deer, and Calgary regions. Under the new more stringent Canadian Ambient Air Quality Standards (CAAQS), which Alberta will be reporting against in 2015, additional areas may have non-achievement of the PM<sub>2.5</sub> standard and require management response plans to be developed.

In all three urban areas, NPS as well as point source emissions are thought to be a contributing factor to ambient concentrations of PM<sub>2.5</sub>, but some stakeholders feel that there are significant gaps in information and have a lack of confidence in existing data. Currently the management

focus in Alberta rests primarily on point-source emitters, and NPS must be addressed to adequately respond to current air quality pressures in the urban centres.

The NPS project will be based on the following description of NPS provided by the Government of Alberta<sup>1</sup>. A list of examples of NPS can be found in Appendix B:

**Definition:**

Point source pollution is a term used to describe emissions from a single discharge source that can be easily identified. Non-point source pollution is subtle and gradual, caused by the release of pollutants from many different and diffuse sources (aggregated sources of emissions). This aggregation is done because the emission sources are either too small and numerous, too geographically dispersed, or too geographically large to be estimated or represented by a single point.

There are four types of non-point sources:

**Area:** Area sources are spatially diffuse and/or numerous sources that can only be measured or estimated using the accumulation of numerous point sources or as estimation of an entire area (e.g. forest fires, tailings ponds).

**Volume:** A volume source is a three-dimensional source of air emissions. Essentially, it is an area source with a third dimension. Examples include: particulate emissions from the wind erosion of uncovered piles of materials, fugitive gaseous emissions from various sources within industrial facilities, etc.

**Line:** A line source is a source of air pollution that emanates from a linear (one-dimensional) geometric shape, usually a line. Examples include dust from roadways, emissions from aircraft along flight paths, etc. There can be several different segments in a line source (e.g. road network).

**Mobile:** Mobile sources are broad area sources that are the accumulation of non-stationary operations. These include transportation sources such as: cars, trucks, boats and non-stationary construction equipment. Mobile sources can include both on-road and non-road sources. On-road refers to pollutants emitted by on-road engines and on-road vehicles. For example: cars, trucks, motorcycles, etc. Non-road emissions refer to pollutants emitted by non-road engines and non-road vehicles. For example: mine fleets, farm and construction equipment, gasoline-powered lawn and garden equipment, etc.

## Scope

The work of the project team will be limited to NPS emissions of primary PM<sub>2.5</sub>, and precursors of secondary PM<sub>2.5</sub> and O<sub>3</sub> (SO<sub>x</sub>, NO<sub>x</sub>, VOCs, and ammonia). While work to reduce these substances is likely to have the co-benefit of reducing other emissions, recommendations of the project team should address only these substances. Limiting the scope in this manner creates a manageable piece of work, with the potential to complement existing initiatives.

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<sup>1</sup> Clean Air Strategic Alliance NPS Workshop October 23, 2013. Background Information. Prepared by: Government of Alberta.

The primary focus of the project team will be on the six major categories of sources of NPS emissions in Alberta, which are (in no order): agriculture, transportation, construction, biogenic, road dust, and forest fires<sup>2</sup>. A more detailed description of each of these categories can be found in Appendix C.

## Project Goal

To help address non-point source air emissions contributing to ambient PM<sub>2.5</sub> and O<sub>3</sub> standard non-achievement in Alberta.

### What it means

The team will focus on PM<sub>2.5</sub> and O<sub>3</sub> non-achievement in the orange<sup>3</sup> or red<sup>4</sup> management levels of the Canadian Ambient Air Quality Standards (CAAQS)<sup>5</sup>.

## Project Objectives and Strategies

The working group anticipates that the process outlined below will result in the work of the team having an increasingly narrow focus as the project progresses.

The ‘Potential Outcomes/Deliverables’ under each objective are not meant to be prescriptive or limit the creativity of the project team, rather to provide additional texture around the intent of the objectives. They are meant to help inform discussions of the project team by providing an understanding of Working Group conversations. The project team members will create more detailed work plans which will outline how each strategy is to be executed. As they do so, specific outcomes and deliverables will be identified based on what is most appropriate and useful to achieving each objective.

### 1. Objective 1

Compile and review information and agree on a common understanding of non-point sources in Alberta.

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<sup>2</sup> Clean Air Strategic Alliance NPS Workshop October 23, 2013. Background Information. Prepared by: Government of Alberta.

<sup>3</sup> Under CAAQS, “orange” management level signifies: actions for preventing CAAQS non-achievement. This corresponds to Level 3 in the South Saskatchewan Regional Plan.

<sup>4</sup> Under CAAQS, “red” management level signifies: actions for achieving zone air CAAQS in case of non-achievement. This corresponds to Level 4 in the South Saskatchewan Regional Plan.

<sup>5</sup> Canadian Ambient Air Quality Standards (CAAQS) replace the Canada-wide air standards and the CASA PM and Ozone Management Framework (this was Alberta's commitment to achieve Canada-wide Standards). CAAQS for fine particulate matter and ground-level ozone have been developed and were published to Canada Gazette in May 2013. [http://www.ccme.ca/en/current\\_priorities/air/caaqs.html](http://www.ccme.ca/en/current_priorities/air/caaqs.html)

### Strategies

- 1.1. Review ambient PM<sub>2.5</sub> and O<sub>3</sub> standard achievement to identify what regions of Alberta are in orange or red management levels according to the Canadian Ambient Air Quality Standards (CAAQS) Management Guidance Document on Air Zone Management.
- 1.2. For regions of Alberta that are in orange or red management levels, review and compile existing inventories; ambient monitoring data; and modeling<sup>6</sup> of non-point sources and their total and relative contributions to primary PM<sub>2.5</sub> and precursors of secondary PM<sub>2.5</sub> and O<sub>3</sub>.
- 1.3. Identify gaps in the available inventories; ambient monitoring data; and modeling and 1) where feasible, obtain data to address the gaps and/or 2) make recommendations for addressing the gaps.
- 1.4. Refine list of non-point sources based on their total and relative contribution of primary PM<sub>2.5</sub>, and precursors of secondary PM<sub>2.5</sub> and O<sub>3</sub>, as well as potential mechanisms and ability to influence these sources.

### Potential Outcomes/Deliverables

- Technical document: Inventory of non-point sources in Alberta, their total and relative contributions of primary PM<sub>2.5</sub> and precursors of secondary PM<sub>2.5</sub> and O<sub>3</sub>, and gap analysis (where feasible, based on available resources and time).
- Refined list of sources and their total and relative contributions in areas of Alberta where there is non-achievement.

## 2. Objective 2

Identify non-point source opportunities in Alberta, where CASA's multi-stakeholder approach could add the most value.

### Strategies

- 2.1. Review existing work on NPS emissions management in other jurisdictions and identify best management practices and actions.

Inputs could include:

- Other available jurisdictional scans on areas under pressure to reduce NPS.
- Air Quality Management Policy Tools Leading Practice Research, prepared for the purpose of addressing high levels of PM<sub>2.5</sub> and O<sub>3</sub><sup>7</sup>.
- Canadian Council of Ministers of the Environment Mobile Sources Working Group action plan work under the national Air Quality Management System.

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<sup>6</sup> The modeling information is only available for ozone at this time.

<sup>7</sup> <http://esrd.alberta.ca/air/management-frameworks/canadian-ambient-air-quality-standards-for-particulate-matter-and-ozone/documents/AirQualityManagementTools-Dec2007.pdf>

- 2.2. Review what is currently being done in Alberta to address the list of NPS identified in objective 1d and identify gaps.
- 2.3. Based on foregoing work, further refine the list of NPS candidates for consideration of potential management actions in Alberta.
- 2.4. Identify the non-point sources where CASA could add the most value (from objective 2c). Considerations could include the criteria for determining whether an issue is suitable for a collaborative process identified in CASA's *Guide to Managing Collaborative Processes*.
- 2.5. Review team membership to determine if a change in membership is required for next steps.

#### Potential Outcomes/Deliverables

- Understanding of work being done in Alberta and elsewhere to address the refined list of NPS identified for consideration of management options.
- List of NPS for consideration of potential management actions that are also good candidates for CASA to add value.
- Regardless of the outcome of the screening, information on any NPS will be documented for potential follow-up by other stakeholders.

### 3. Objective 3

Identify and recommend management actions, which could include recommending policy change, to address the highest value non-point source air emissions opportunities in Alberta (from Objective 2).

#### Strategies

- 3.1. Develop a list of potential management actions for implementers (i.e. Governments, airsheds, etc.).

Inputs could include:

- Existing work on NPS management in other jurisdictions
  - Particulate Matter and Ozone Management Response Plans
  - Management responses for Land-use Framework regional air quality management frameworks
  - GoA Transportation Strategy for Alberta
- 3.2. Test and refine the management actions with interested parties.
  - 3.3. Evaluate management actions. Some considerations may include:
    - Ecological and human health benefit
    - Cost effectiveness
    - Achievability (ease of implementation, acceptability)
    - Environmental costs/benefit

- Cross-regional benefits and efficiencies (i.e. whether an action would have benefits in one area or across multiple jurisdictions)
- Compatibility with existing provincial and national strategies in Alberta.

3.4. Develop related advice on implementation for parties responsible for implementing the management actions that may be required (e.g. measures to educate the public and build acceptance for applicable new actions).

#### Potential Outcomes/Deliverables

- The evaluated list of management actions and advice (cross-cutting and regional) that has the potential to be used as a practitioner’s guide.
- Advice for those managing PM<sub>2.5</sub> and O<sub>3</sub> in areas that are in or approaching standard non-achievement.
- Identification of cross-cutting management actions or policy recommendations that would benefit more than one area or region.

## 4. Objective 4

Develop and implement a strategy and action plan for communicating the work of the project team and engaging stakeholders and the public.

Note: Objective 4 will need to be considered at the outset and on an ongoing basis to determine what stakeholder and public engagement will be necessary and/or appropriate at each stage of implementation.

#### Strategies

- 4.1. Determine relevant information to be communicated, the appropriate audience, and timing.
- 4.2. Engage stakeholders as required throughout the project.
- 4.3. Provide advice on stakeholder and public engagement to the implementers of management actions, where applicable.
- 4.4. Develop messaging on the outcomes of each objective for project team members to communicate relevant information to their constituents.

#### Potential Outcomes/Deliverables

- Recommendation for a future phase of work, potentially focused on informing the general public.
- Effective sharing of information and, where required, engagement with project stakeholders as the project proceeds.

## Project Deliverables

The project team will develop a final report providing recommendations and key findings, and documenting the methodology and outcomes of each strategy.

As outlined in the strategies of each objective, the following sub-deliverables will also be produced during the course of the project team’s work:

- An evaluated list of recommended management actions and advice for implementation (Objective 3c and d). Depending on outcomes of each objective, this has the potential to be used as a practitioner’s guide.
- Communication tools developed in support of Objective 4. (e.g. Fact sheets)

It should be noted that *CASA’s Performance Measures Strategy: A “how-to” guide to performance measurement at CASA* indicates that each project team is required to generate one specific metric that will allow the success of the team to be evaluated 5 years in the future. More guidance on how this can be achieved can be found in the strategy.

## Project Structure and Schedule

After a 2-month convening period, project work should begin in November 2014. The working group anticipates that the project will take approximately 22 months, with a completion date of September 2016.

The bulk of the work is sequential, meaning that the outcomes of Objective 1 are the inputs of Objective 2, and the outcomes of Objective 2 are the inputs of Objective 3. The project team should also assess the entire process to identify opportunities for work to be done concurrently.

A series of filters will be applied in the following order. The end result of the filtering process is a list of management actions directed at specific NPS – the process filters the broad list to one or a few specific NPS.

1. Regions in Alberta where ambient concentrations of PM<sub>2.5</sub> and O<sub>3</sub> are in orange or red management levels. (Objective 1a)
2. NPS of interest within the regions identified based on relative and total contribution. (Objective 1b)
3. The potential mechanism and ability to influence each NPS of interest. (Objective 1d)
4. What work is already being done to address each NPS of interest, and corresponding gaps. (Objective 2b)
5. Which of the NPS of interest identified are opportunities where CASA could add the most value. (Objective 2d)

Refer to “Figure 1: Non-point Source Project Timeline” for a high level illustration of the process.

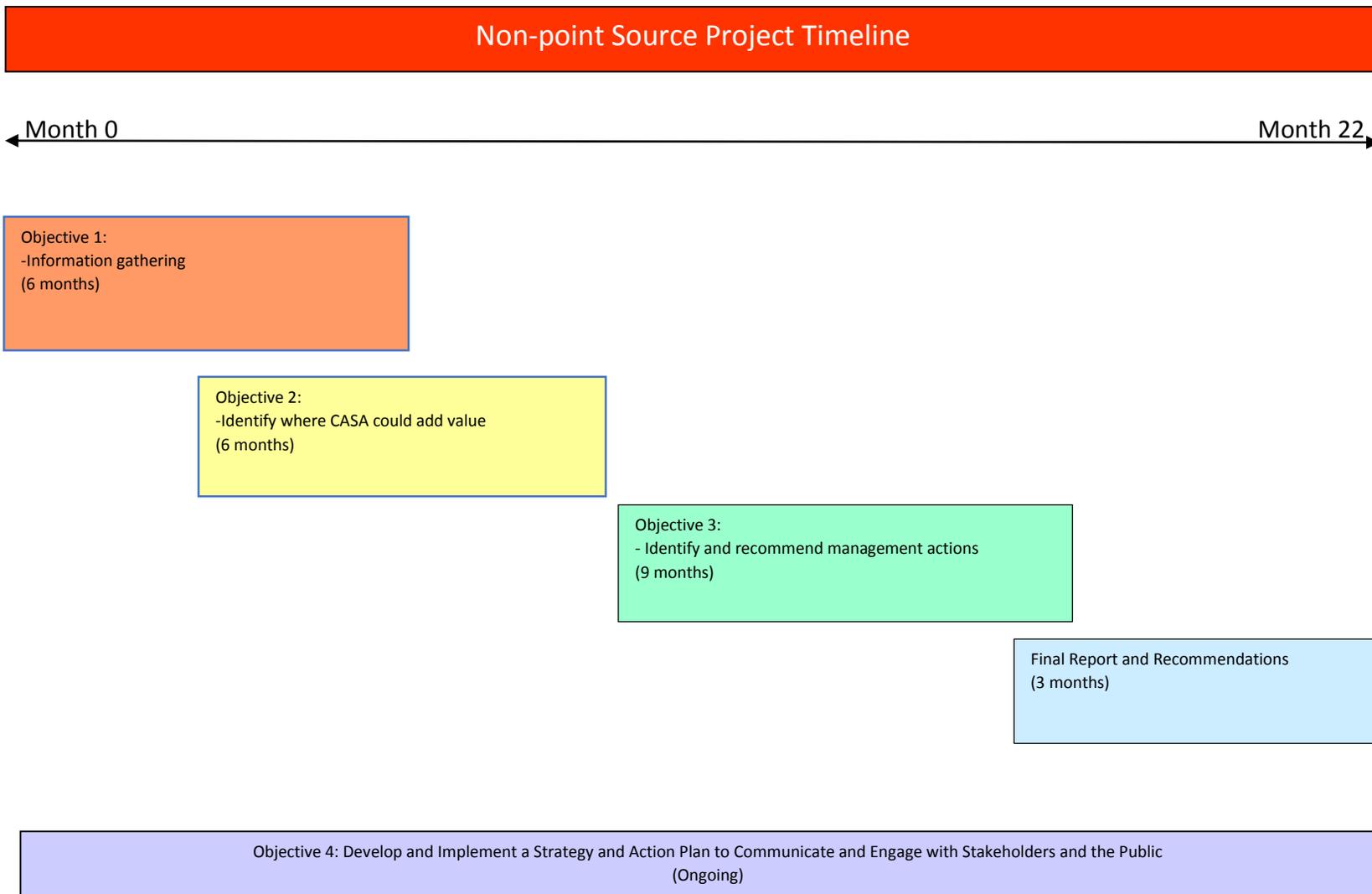


Figure 1: Non-point Source Project Timeline

## Projected Resources and Costs

The working group anticipates the following potential external costs over the life of the project. These figures are estimates only. As the work of the project team progresses, detailed work plans and associated budgets will need to be created. The funds to complete this work will need to be assured prior to the commencement of the project. Note that the bulk of the funding will likely be required in implementation of Objectives 1 and 4, which occur at the beginning of the project.

Item	Estimated Cost
Consultant fees to undertake objectives 1b and 1c as follows: <ul style="list-style-type: none"> <li>Review and compile existing inventories; ambient monitoring data; and modeling.</li> <li>Identify gaps in available inventories and 1) where feasible, obtain data to address the gaps and/or 2) make recommendations for addressing the gaps.</li> </ul>	\$100,000*
Communications expert to develop a plan for Objective 4.	\$15,000
Implementation of plan developed by the communications expert.	\$45,000
Contract fee to assist with compiling information in Objective 2b <ul style="list-style-type: none"> <li>The working group suggests that individuals who have an understanding of the current work being done in Alberta be invited to present to the team. A contractor could be hired to compile the information presented.</li> </ul>	\$1,500
Two workshops to implement, test, and refine management actions for the highest value CASA work with interested parties (Objective 3b).	\$50,000
Final Report Writing	\$1,500
<b>Total Estimated External Costs</b>	<b>\$ 213,000</b>

\*In-depth discussion of the Project Team is needed to confirm the scope of the Request for Proposal.

## Risk Analysis

Identifying, analyzing and mitigating project risks is a key component to executing a successful project. The project team should incorporate proactive risk management into the project in order to mitigate risks that could undermine its success. The working group identified risks as well as possible mitigation strategies that the project team should consider as they undertake their work.

Risks	Possible Mitigation Strategies
Timely funding not available	<ul style="list-style-type: none"> <li>Identify who the “customers” of this work are. Who will find this valuable – seek funding there.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop a strong value-proposition that includes: examples of sectors that may be involved or affected.</li> <li>• Project Team members discuss the work and associated need for funding with their constituents early in the process.</li> </ul>
Lack of / limited data (accessibility)	<ul style="list-style-type: none"> <li>• Ensure Project Team membership enables the team access to data.</li> <li>• Use judgement to fill gaps where data is imperfect.</li> <li>• Seek advice from modelers on how to determine whether the data is sufficient.</li> <li>• Reference existing guidelines provided for ambient air modeling to determine adequacy and quality of data.</li> <li>•</li> </ul>
Lack of 3 <sup>rd</sup> party/subject matter expertise	<ul style="list-style-type: none"> <li>• Team members connect with their respective networks to find out who might be able to do the work (rather than being limited to the expertise around the table). Rather than postpone, include funds for an expert advisory team or consultant, rather than postponing work in the event that expertise is not present.</li> <li>•</li> </ul>
Can't reach agreement on: <ul style="list-style-type: none"> <li>• Identification of gaps (1c)</li> <li>• Highest priority NPS (2c)</li> <li>• Management actions (3c)</li> </ul>	<ul style="list-style-type: none"> <li>• Determine in advance which pieces of work do and do not require consensus.</li> <li>• Outline a clear decision-making process that includes what happens if the team can't agree – who will make the decision?</li> <li>• Have an explicit discussion around Interest-Based Negotiation, and get all the interests of the team members on the table.</li> </ul>
CASA's 3 year review impacts the project	While the project team does not have control over this risk, it does provide incentive for the value proposition to be well described in order to increase likelihood of Board buy-in.
Project Team doesn't understand or follow the Project Charter	<ul style="list-style-type: none"> <li>• Working group to create a project charter that is clear, especially with respect to the intent for sequencing of objectives.</li> <li>• Board receives regular updates to ensure progress is monitored.</li> </ul>
CASA Board doesn't agree with: <ul style="list-style-type: none"> <li>• NPS priorities identified in Objective 2</li> </ul>	<ul style="list-style-type: none"> <li>• Project Team members liaise with their constituents and Board members on an ongoing basis.</li> <li>• Project Team provides regular status reports for Board meetings</li> </ul>

<ul style="list-style-type: none"> <li>Management actions identified in Objective 3</li> </ul>	
During testing, “interested parties” don’t agree with the list of management actions provided in Objective 3b	<ul style="list-style-type: none"> <li>Make an effort to develop the potential management actions collaboratively.</li> <li>If stakeholders disagree, seek to understand stakeholder reasons for disagreement.</li> </ul>
Recommended management actions are too broad or not specific to the project goal.	<ul style="list-style-type: none"> <li>Seek a balance between regional needs and provincial applicability in management actions chosen.</li> <li>Consider prioritizing cross-cutting actions that provide regional benefit and also have the potential to be broadly applicable.</li> <li>Consider ways to align this work with existing management frameworks and plans (e.g. Capital Region Air Management Framework; CRAZ PMO3 Management Plan).</li> </ul>
Lack of engagement/ownership on Project Team (incl. Human resources)	<ul style="list-style-type: none"> <li>Identify and communicate with potential stakeholders early in the process.</li> <li>Create a clear value proposition.</li> <li>Be clear about what is being asked of stakeholders.</li> </ul>
Testing and refining management actions with interested parties (Objective 3b) takes longer than expected, or causes scope creep.	<ul style="list-style-type: none"> <li>Set specific parameters for this piece of work: <ul style="list-style-type: none"> <li>Purpose of soliciting feedback.</li> <li>Scope of influence outcomes will have on overall process.</li> <li>Time available.</li> </ul> </li> </ul>
Insufficient time scheduled for Objectives 1 and 2.	<ul style="list-style-type: none"> <li>Prior to finalizing workplans, test how much time the outlined tasks might take with people who know (e.g. subject matter experts, consultants).</li> <li>Have clear parameters in RFPs: <ul style="list-style-type: none"> <li>Timeframe</li> <li>Scope</li> <li>Specific deliverables</li> </ul> </li> <li>Practice strong oversight and communication with consultants.</li> <li>Consider the needs for outside resources (i.e. consultants) early in the process, and plan accordingly to avoid delays when project team is ready to implement.</li> </ul>
Recommendations of the project team are not	This risk is outside the scope of the project team to mitigate, however this risk will be reduced if i) the parties potentially

implemented. Specifically, advice given on implementing management actions in Objective 4c.	involved in implementation are engaged, and ii) reference to implementation (who and how) is included in the report's recommendations.
Work isn't linked to PM <sub>2.5</sub> management response plans.	<ul style="list-style-type: none"> <li>• Ensure the project team includes members from the airsheds and other stakeholders who are involved in developing PM regional management response plans to: <ul style="list-style-type: none"> <li>○ Understand work they are doing, and</li> <li>○ Avoid duplication of effort.</li> </ul> </li> <li>• Regularly consider how the outcomes of the project team work can contribute to their work.</li> </ul>

## Operating Terms of Reference

An Operating Terms of Reference describes how the project team agrees to work together. The project team should discuss and reach consensus on the following items:

- Requirements for quorum
- Governance
- Meeting protocols
- Roles and expectations of project team members
- How decisions will be made
- Ground Rules
- Frequency of project team meetings
- Frequency of updates and reports to the CASA Board
- Protocols for handling media requests
- Protocols for providing updates to interested parties
- Any other considerations for working together

## Stakeholder Analysis and Engagement Plan

NPS is a very broad issue, which would benefit from engaging different stakeholders at different levels. Different stakeholders could be engaged in a variety of capacities and at different times throughout the project.

The working group identified the following categories of stakeholders that may be involved:

- Project Team: Stakeholders who are required at the table to reach consensus agreement.
- Corresponding members: Stakeholders who receive all correspondence, but are not required at the table to reach consensus agreement.
- Task Groups or Technical Experts: Stakeholders who have a specific interest or expertise and can be engaged in a more focused way.

- Other:
  - Stakeholders with whom management actions are to be tested (Objective 3b)
  - Members of the public who may be consulted

The Working Group drafted a list of stakeholders for potential inclusion in the Project Team.

Agriculture:

- Government of Alberta: Agriculture and Rural Development
- Intensive Livestock Working Group
- Agriculture Equipment Suppliers
- Fertilizer manufacturers
- Crop Sector Working Group
- Agri-Environmental Partnership Association
- Alberta Milk
- Alberta Canola Producers Commission
- Alberta Barley Commission
- Potato Growers of Alberta
- Food processors
- Alberta Federation of Agriculture

Construction:

- Industry Associations:
  - Alberta Road Builders and Heavy Construction Association
  - Alberta Sand and Gravel Association
  - Construction Owners Association of Alberta
- Government of Alberta: Infrastructure, Transportation, Municipal Affairs

Road Dust:

- Alberta Association of Municipal Districts & Counties
- Alberta Urban Municipalities Association

Home Heating:

- Government of Alberta: Alberta Environment and Sustainable Resource Development;  
Alberta Energy

Transportation:

- Alberta Association of Municipal Districts & Counties
- Alberta Urban Municipalities Association
- Alberta Motor Association

- Government of Alberta: Transportation, Alberta Environment and Sustainable Resource Development
- Alberta Motor Vehicle Industry Council
- Alberta Motor Transport Association
- Commercial operators, road builders, fleet operators, transportation business.

NGOs:

- Alberta Environmental Network: Clean Air and Energy Caucus
- CASA Environment Caucus
- Urban
- Health (ex. The Lung Association/ Alberta and Northwest Territories)

Airsheds:

- Calgary Region Airshed Zone
- Parkland Airshed Management Zone
- 1 of the following Edmonton area groups: Fort Air Partnership, Alberta Capital Airshed, West Central Airshed Society

Major Municipalities:

- City of Edmonton
- City of Red Deer
- City of Calgary

Other:

- Alberta Chamber of Resources
- Chemical Industry Association of Canada
- Aboriginal and Metis groups

Given the filtration process outlined for this work, it is likely that new stakeholders will become apparent as the work progresses and the scope of work becomes more refined. The project team will need to regularly evaluate whether the appropriate representation is present based on findings and prioritizations of the group.

For information only:

Organizations identified through the work of the CCME Mobile Sources Working Group:

- Canadian Vehicle Manufacturing Association (CVMA)
- Association of International Automobile Manufacturers of Canada (AIAMC)

- Canadian Trucking Alliance (CTA)
- Truck and Engine Manufacturers Association (EMA)
- Natural Resources Canada – SmartWay Transport Partnership
- Canadian Transportation Equipment Association
- Association of Equipment Manufacturers Canada
- Canadian Fuels Association
- Canadian Natural Gas Vehicle Association
- Automotive Industries Association Canada
- Railway Association of Canada
- Canadian Hydrogen Fuel Cell Association
- Transportation Association of Canada
- Association of Commuter Transportation
- Canadian Urban Transit Association
- Pembina Institute
- Victoria Transport Policy Institute
- Summerhill Impact
- Pollution Probe
- World Wildlife Fund
- Electric Mobility Canada (EMC)
- Clean Air Partnership (CAP) – Toronto Centre for Active Transportation (TCAT)
- Better Environmentally Sound Transportation (BEST)
- Richmond Sustainability Initiative
- Fraser Basin Council – E3 Fleets

## Appendix A: Working Group Membership

	<b>Role</b>	<b>Organization</b>
<b>Members</b>		
Bill Calder	Co-member with Chris Severson-Baker	Prairie Acid Rain Coalition
Chris Severson-Baker	Co-member with Bill Calder	Pembina Institute
Scott Wilson	Member	Alberta Motor Association
Peter Noble	Member	Imperial Oil
Rich Smith	Member	Alberta Beef
Dan Thillman	Co-member w Rob Beleutz	Lehigh Cement
Rob Beleutz	Co-member w Dan Thillman	Graymont Western Canada
Ann Laing	Member	Jobs, Skill, Training, and Labour
Rhonda-Lee Curran	Member	Environment and Sustainable Resource Development
Mike Mellross	Member	City of Edmonton
Mandeep Dhaliwal	Member	Calgary Region Airshed Zone
<b>Corresponding Members</b>		
Brian Gilliland	Corresponding member	Weyerhaeuser Company
David Lawlor	Corresponding member	Enmax
Martina Krieger	Corresponding member	Environment and Sustainable Resource Development
Sharon Willanen	Corresponding member	Environment and Sustainable Resource Development
<b>Project Managers</b>		
Michelle Riopel	Project Manager	Project Manager
Robyn Jacobsen	Project Manager	Senior Project Manager

## Appendix B: Examples of Non-point Sources in Alberta<sup>8</sup>

This information was prepared by the GoA and is not a consensus product of the NPS Working Group

Activities associated with Non-Point Source emissions include industry, transportation, urbanization, and agriculture, to name a few. However, Non-Point Source emissions are also caused naturally as a result of forest (wild) fires and emissions from live and decaying vegetation, soil, etc. Cumulatively, these Non-Point Sources contribute substantially to certain types of emissions.

The following non-exhaustive list depicts the predominant Non-Point Sources as well as the major contributors to these emissions:

- Residential Fuel Combustion (e.g. home heating) – **Public**;
- Commercial Fuel Combustion (e.g. space and water heating) – **Commercial**;
- Residential Fuel Wood Combustion (e.g. fire places, wood burning stoves) – **Public**;
- Transportation (e.g. on-road and off-road vehicles, air, rail, etc) – **Public, Commercial, Industry (construction, road-building and use, mine fleet, mine faces), Airlines, Rail lines**;
- Incineration (e.g. cremation) – **Commercial, Industrial**;
- Cigarette Smoking – **Public**;
- Dry Cleaning – **Commercial**;
- General Solvent Use – **Commercial**;
- Meat Cooking (e.g., BBQ, etc.) – **Public, Commercial**;
- Refined Petroleum Products Retail (gas stations) – **Commercial**;
- Printing – **Commercial**;
- Structural Fires – **Commercial, Public**;
- Surface Coatings – **Commercial**;
- Agriculture (e.g. animals, tilling & wind erosion, fertilizer application) – **Public**;
- Construction Operations – **Commercial, Industrial**;
- Road Dust (paved and unpaved roads) – **Public, Commercial, Industrial**;
- Waste – **Public, Commercial, Industrial**;
- Mine Tailings – **Industrial**;
- Prescribed Burning – Forest Fire and Pest Management, **Industrial**;
- Biogenics (soils and plants) – Natural Processes;
- Forest Fires – Natural Processes, **Public-induced**;
- Etc.

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<sup>8</sup> Clean Air Strategic Alliance NPS Workshop October 23, 2013. Background Information. Prepared by: Government of Alberta.

## Appendix C: Summary of the Six Major Non-Point Sources and their Emissions Contributions<sup>9</sup>

This information was prepared by the GoA and is not a consensus product of the NPS Working Group

The following information summarizes the sources that contribute the majority of the six major Criteria Air Contaminants. Those with an asterisk contribute substantially more than any other source.

### Significant Sources of Non-Point Source Emissions

**PM (Total PM): 1) \*Road Dust; 2) Construction; 3) Agriculture**

**PM10: 1) \*Road Dust; 2) Construction; 3) Agriculture**

**PM2.5: 1) \*Road Dust; 2) Construction**

**VOCs: 1) \*Biogenic; 2) Agriculture; 3) Transportation**

**CO: 1) \*Transportation; 2) Forest Fires**

**NH3: Agriculture**

**NOx: Transportation**

### Agriculture

Components of Agricultural emission sources are: i) Animals; ii) Tillage and Wind Erosion; iii) Fertilizer Application; and iv) Agriculture Fuel Combustion

Agriculture is a source of:

1. Particulate Matter
  - a. Total PM: 481 kilotonnes (6% of total TPM)
  - b. PM10: 252 kilotonnes (11% of total PM10)
  - c. PM2.5: 15 kilotonnes (4% of total PM2.5)
2. NH3: 118 kilotonnes (90% of total)
3. VOC: 99 kilotonnes (17% of total if excludes biogenics)

### Transportation

Components of Transportation emission sources are: i) on-road; ii) off-road vehicles & equipment; iii) air and rail transportation

Transportation is a source of:

1. CO: 938 kilotonnes (62% of total)
2. NOx: 237 kilotonnes (31% of total)
3. VOC: 69 kilotonnes (~2% of total)
4. Particulate Matter:
  - a. Total PM: 122 kilotonnes (0.16% of total TPM)
  - b. PM10: 122 kilotonnes (0.51% of total PM10)
  - c. PM2.5: 110 kilotonnes (2.7% of total PM2.5)

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<sup>9</sup> Clean Air Strategic Alliance NPS Workshop October 23, 2013. Background Information. Prepared by: Government of Alberta.

5. SO<sub>2</sub>: Included with ‘other sources’ as 3 kilotonnes (0.36% of total)

### **Construction**

Components of Construction emission sources are: i) heavy machinery operations including excavation, levelling, loading, unloading and compaction, and all vehicular movement; ii) Residential; iii) commercial, iv) institutional, and v) engineering construction operations. Emissions from construction equipment fuel combustion by off-road vehicles and engines are inventoried as part of off-road use of diesel and gasoline.

Construction is a source of:

1. Particulate Matter:
  - a. Total PM: 2,182 kilotonnes (29% of total TPM)
  - b. PM<sub>10</sub>: 653 kilotonnes (27% of total PM<sub>10</sub>)
  - c. PM<sub>2.5</sub>: 130 kilotonnes (32% of total PM<sub>2.5</sub>)
2. NO<sub>x</sub> – fuel combustion
3. CO – fuel combustion
4. NH<sub>3</sub> – fuel combustion

### **Biogenic**

Components of biogenic emission sources are: i) Plants; ii) Soil

Sources of biogenics are:

1. VOC: 3,242 kilotonnes (85% of total VOC)
2. NO<sub>x</sub>: 24 kilotonnes (3.1% of total NO<sub>x</sub>)

### **Road Dust**

Components of Road Dust are the result of vehicles travelling on paved and unpaved roads (silt, dust, other particles). Particulate matter emissions due to tire and brake lining wear are considered in a separate category in the transportation sector.

Road Dust is a source of:

1. Particulate Matter
  - a. Total PM: 4,886 kilotonnes (64% of total TPM)
  - b. PM<sub>10</sub>: 1,449 kilotonnes (60% of total PM<sub>10</sub>)
  - c. PM<sub>2.5</sub>: 223 kilotonnes (55% of total PM<sub>2.5</sub>)

### **Forest Fires**

Components of forest (wild) fires covers the emissions of criteria air pollutants from the combustion of forest material (vegetation, soil)

Forest Fires are a source of:

1. Particulate Matter
  - a. Total PM: 10 kilotonnes (0.13% of total TPM)
  - b. PM<sub>10</sub>: 9 kilotonnes (0.35% of total PM<sub>10</sub>)
  - c. PM<sub>2.5</sub>: 7 kilotonnes (1.69% of total PM<sub>2.5</sub>)
2. CO: 81 kilotonnes (5.35% of total)
3. VOC: 11 kilotonnes (1.90% of total)
4. NO<sub>x</sub>: 3 kilotonnes (0.34% of total)
5. SO<sub>2</sub>: 0.006 kilotonne (0.002% of total)
6. NH<sub>3</sub>: 0.17 kilotonne (0.13% of total)

**Project:** Odour Management Team (OMT)

**Background:** In March 2013, the Board approved the odour management project charter and directed the Secretariat to form an odour management team. The project charter outlines seven areas of work:

1. Complaints
2. Odour assessment
3. Health
4. Prevention/mitigation
5. Enforcement/role of regulation
6. Education/communication/awareness
7. Continuous improvement

In accordance with advice received from the Board, the team prioritized areas 1, 2, and 3 and initiated task groups to undertake this work. The team received a grant from Alberta Environment and Sustainable Resource Development for \$150,000 and \$15,000 from Canadian Association of Petroleum Producers to initiate their work.

At the June 2014 Board meeting, the OMT reported that they had not received the projected level of funding required to complete their work and outlined some possible scenarios for undertaking the remaining areas of work, depending on what additional funding was available. The Board agreed that the team should proceed with their work as originally outlined in the project charter, and committed to raising the issue of the funding shortfall with their respective organizations.

**Status:** Subsequently, sufficient funding has been made available to initiate work in areas 4, 5, 6 and 7, as follows:

- The OMT has been able to reallocate funds to initiate work under area 4.
- The OMT has submitted a funding request to the Alberta Energy Regulator for \$30,000 to support work in area 5. At the time of writing, a response had not yet been received.
- The Executive Committee has authorized the reallocation of funds leftover from past CASA project teams to bridge the funding shortfall.

The team has convened task groups to undertake work in areas 4 and 5. All task groups regularly report their progress to the team and the team provides additional direction, guidance, and coordination, as required. Items 6 and 7 will be undertaken at the team level.

Tasks under each area of work include:

1. Complaints Task Group:

- Developing a baseline understanding of the complaints landscape in Alberta, including gaps and strengths.
  - Conducting a cross-jurisdictional review of best practices outside Alberta relating to complaint response and tracking mechanisms.
  - Developing tools to help address gaps and to highlight strengths in the Alberta system.
2. Odour Assessment Task Group:
    - Evaluating odour assessment tools and their possible application in Alberta.
    - Developing a user-friendly tool that links different odour issues to appropriate odour assessment tools and practices.
  3. Health Task Group:
    - Summarizing background material on odour and health.
    - Developing a tool for tracking health-related impacts of odour.
  4. Prevention/Mitigation Task Group:
    - Conducting an inventory of odour prevention and mitigation tools used in Alberta.
    - Analyzing the applicability of these tools according to the source-pathway-receptor conceptual model.
  5. Enforcement/Role of Regulation Task Group:
    - Collating information on odour regulation and enforcement in Alberta and other jurisdictions.
    - Analyzing the strengths and weaknesses of different approaches and identifying their applicability to the Alberta context.
  6. Education/Communication/Awareness:
    - Develop a piece for the Good Practice Guide that emphasizes the importance of communications.
    - Develop an education/communication/awareness plan to distribute and engage around the Good Practice Guide.
    - Share the OMT's final report with CASA stakeholders.
  7. Continuous Improvement
    - Develop a 5-year performance measure.
    - Discuss how the Good Practice Guide could be reviewed/updated in the future.
    - Include a discussion on continuous improvement in the introduction to the Good Practice Guide.

**Attachments:** None.

**Item:** 2013 Electricity Framework Review Project Team

**Task:** To provide an update on the Electricity Framework Review (EFR) project team.

**Background:** The *Emissions Management Framework for the Alberta Electricity Sector* recommends that a formal review of the framework be undertaken every five years. The intent of the Five-Year Review is to assess new emission control technologies, update emission limits for new generation units, determine if emission limits for new substances need to be developed, review implementation progress, and determine if the Framework is achieving its emission management objectives. This review should include a multi-stakeholder group consisting of industry, government, non-government organizations, and communities with an interest in the electricity sector.

In March 2013, the Board reviewed a Project Charter for the second Five-Year Review of the Framework that included all the information relevant to the project's parameters and outcomes. The Board approved the Project Charter and established the 2013 EFR project team.

The Project Charter described an initial assessment to assist the team in determining if a review of the structure of the Framework itself was warranted. The initial assessment included three tasks:

1. GHG Regulations: Identify potential implications and emissions management issues for the Alberta Framework created by the implementation of federal GHG Regulations.
2. Emissions Growth Review Trigger (Recommendation 34): Update the emissions forecast and determine if the emissions are 15% higher for a five-year period than projected in the previous Five-Year Review.
3. Economic Review Trigger (Recommendation 35): Determine if the economic assumptions underlying the Framework are significantly different, so as to adversely affect the viability of the electricity sector.

As the team explored the tasks in the initial assessment, interested parties reached an impasse on some key issues. As such, the team prepared an interim report to clearly document key issues and identify points where the team agreed to disagree. In addition, a more detailed account of the various perspectives was appended to the report in the individual submissions from potentially impacted parties.

The interim report provided an overview of the areas of disagreement and stated that the EFR team was not able to reach a consensus on the need to review and/or adjust the Framework. As such, the Government of

Alberta was asked to consider if adjustments to the Framework are warranted, the nature of those adjustments, and a description of the path forward as appropriate.

**Status:**

Although the EFR team has been unable to make progress on some elements of the Five-Year Review, there are other tasks that are in progress as per Recommendation 29, including:

- Determining emission limit standards and corresponding deemed credit threshold for new thermal generation units, based on the Best Available Technology Economically Achievable (BATEA).
- Identifying new and relevant studies or research findings regarding potential ecological or human health effects from air emissions from electricity generation.
- Reviewing air emission substances subject to limits or formal management and identifying further action, if required.
- Updating the emissions forecast and determining if emissions are 15% higher for a five-year period than projected in the previous Five-Year Review.
- Considering the feasibility of developing of a Particulate Matter Management System for existing units.
- Completing an assessment of the implementation of the Emissions Trading System.
- Developing and implementing a strategy and action plan for communicating and engaging stakeholders and the public.

*Update: The Government of Alberta's response to the Interim Report has been received, and is attached for information.*

**Attachments:**

Letter dated August 13, 2014, from the Honourable Robin Campbell, Minister of Environment and Sustainable Resource Development in response to the transmittal of the Interim Report on the Five-Year Review of Alberta's electricity framework.



ALBERTA

## ENVIRONMENT AND SUSTAINABLE RESOURCE DEVELOPMENT

*Office of the Minister  
MLA, West Yellowhead*

August 13, 2014

Ms. Wendy Boje, Executive Director  
Clean Air Strategic Alliance  
10<sup>th</sup> Floor, 10035 - 108 Street  
Edmonton AB T5J 3E1



Dear Ms. Boje:

Thank you for your July 23, 2014, letter regarding the Clean Air Strategic Alliance's interim report on the five-year review of Alberta's electricity framework.

Environment and Sustainable Resource Development is working with the departments of Energy and Health to develop a cross-ministry plan to review the interim report and determine the next steps for Alberta's electricity emissions framework. Upon completion of this government review, our department will notify the Clean Air Strategic Alliance board of the process and results.

The Government of Alberta is committed to the current emissions management framework. Until a carefully weighed decision has been made on the interim report and the framework, the government will continue to make regulatory decisions in accordance with the existing framework.

The Government of Alberta recognizes the value of our vital partnership with the Clean Air Strategic Alliance. The alliance's readiness to tackle complex air quality issues spanning a large spectrum of key industrial sectors, commercial interests, and plant processes speaks to the success of the collaborative process.

Thank you to the Clean Air Strategic Alliance and the framework review project team for their work in preparing this interim report. We look forward to working co-operatively with the alliance on the best way forward.

Sincerely,

Robin Campbell  
Minister

cc: Honourable Diana McQueen, Minister of Energy  
Honourable Fred Horne, Minister of Health  
Bill Werry, Deputy Minister of Environment and Sustainable Resource Development  
Rick Blackwood, Environment and Sustainable Resource Development  
Shannon Flint, Environment and Sustainable Resource Development

## **INFORMATION SHEET**

**ITEM:** 5.1 **Communications Committee Update**

**ISSUE:** Receive information from the Communications Committee on their activities to-date and planned initiatives for the remainder of the year.

**STATUS:** 20<sup>th</sup> Anniversary

Overall, it is felt that the 20<sup>th</sup> Anniversary event (both the speaker series and the gala) was a huge success and the feedback from the attendees has been excellent. The Secretariat and Communications Committee captured their feedback in the attached debrief. Highlights include:

- The 20 Year Anniversary created a valuable opportunity that should be capitalized on to continue spreading the word about CASA.
- Securing sponsorship needs to occur early and needs to take into account the timing of sponsors' annual financial cycles.
- The variety of formats for the speaker series (i.e. CASA symphony, PowerPoint presentations, panelists) was a valuable way to keep participants engaged throughout the day.
- It was noted that most of the speakers used examples from British Columbia or the United States and it was felt that it would have been valuable to have some Alberta content.
- Eventbrite (a software platform for selling tickets and registrations) was an excellent application for managing registrations. However, Campaign Monitor (an on-line email marketing application) was not found to be a user-friendly way to manage emails.

### Focus and function for the remainder of 2014

In the absence of a Communications Advisor, the secretariat is endeavouring to cover the critical responsibilities of the communications portfolio (see the attached excerpt from the most recent Committee meeting). As the Committee discussed their focus and function for the remainder of 2014, they considered the implications for existing secretariat staff.

Due to the limited capacity of the secretariat to cover-off the Communications Advisor responsibilities, the Committee agreed that the priority for the remainder of 2014 should be focussed on building on the momentum of the 20 Year Anniversary to:

- Build CASA's community of practice; and to
- Promote the Guide to Managing Collaborative Processes.

The Committee has agreed that this discreet piece of work should be undertaken through a contract with a qualified consultant. There is money allocated in the CASA 2014 internal communications budget that can be used to cover the cost of a consultant.

The Committee has agreed that the remainder of the identified tasks be deferred until after the CASA 3 Year Performance Review discussions at the September and December board meetings.

- ATTACHMENTS:**
1. CASA 20<sup>th</sup> Anniversary Symposium Debrief.
  2. Excerpt from the minutes of Communications Committee Meeting #64, August 27, 2014.

A presentation will be provided at the Board meeting.



## CASA 20<sup>th</sup> Anniversary Symposium - Debrief

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The purpose of this document is to capture feedback from the Secretariat and the Communications Committee on the symposium's planning and execution process. This debrief is also meant to provide any insights that could help ensure the success of future events.

### Overall

- Attitudes seem to have shifted a bit – people know a bit more about CASA and are starting to think about where CASA can add value.
- The 20 Year Anniversary created a valuable opportunity to continue spreading the word about CASA that must be capitalized on.
- The event helped CASA's visibility in terms of "you are what you deliver".

### Planning

- The event was a success and the feedback from the attendees has been excellent. This validated the time that was spent imagining what the event should look like in terms of style, speakers, and content.
- There was some disappointment that the extensive PR campaign planned for Environment Week as part of the legacy project did not come to fruition.
- Due to the multi-stakeholder nature of CASA, an earlier start on the planning might have allowed more involvement from stakeholders.
- The planning of the event was very time consuming, it required a great amount of detail and constant check in. The extent to which it borrowed from CASA staff time was a concern. However, the event would not have gone as well if it had been completely handed over to an event planner. This type of event required the detailed knowledge and personal touch of the Secretariat.

#### *Sponsorship*

- Due to difficulties obtaining sponsorship for the event, it was not always certain that the event would proceed.
- Although signalling for sponsorship began a year in advance, the "hard asks" for sponsorship did not commence until January 2014 (and then only to the GoA).
- In addition, this "signalling" was not specific, i.e. it was not clear what the event would entail, just that there would be an event.
- FREE provided advice on the levels of sponsorship (i.e. platinum, gold, silver, etc.) and corresponding amount of funding. Subsequently, it was determined that the pricing too high and the package had to be amended to reflect a more acceptable tariff.
- Sponsors noted that they weren't clear on the benefits included in their sponsorship package. Some sponsors felt that what was promised in the benefits package was not delivered to the full extent expected.
- For future planning it would be essential to gain an understanding of sponsors' annual financial cycles. The requests for support need to go out early to ensure that funding is available.

#### *Registration*

- The task of trying to increase registration numbers in a short time was difficult and time consuming. For future events, a more innovative approach to promotion should be considered.

- FREE advised the Secretariat to use Campaign Monitor to send mass emails about the upcoming event. This mechanism proved to be more of a hindrance than a help – it seems that spyware detected it was a mass email and the email was sent to recipients' junk folder.
- The Secretariat had to create their own email distribution list and send the email from the "casahome" address. These emails reached the intended recipients and resulted in increased registration.
- Eventbrite worked very well as the mechanism for registration. The site was extremely user-friendly, fast and efficient. It may have been useful to have the agenda on the Eventbrite site and on the CASA's website. Being able to see what was planned for the event right on the Eventbrite page might have encouraged more registrations.
- Potential registrants need to know the details of the day as early as possible. It was suggested that as soon as the theme/topic is identified it should be included in the agenda, even if the speaker remains "To Be Announced".

### **Venue**

- The Telus Spark Centre was a great venue – it was simple, yet elegant. The look and feel of the venue highlighted CASA as an innovator, cutting edge.
- The location was central, but not in the heart of downtown, which was good. The parking was easy and inexpensive.

### **Execution of Day**

- E=MC2 (event planner subcontracted by FREE) supported the execution of the day. E=MC2 was professional and their expertise in event planning was apparent.
- Check-in at the registration desk was seamless.
- The new CASA branding greeted attendees from the moment they entered the venue. It looked bright, fresh and clean. Many participants noted that they were impressed with the new look and feel of CASA.
- Breaks and lunch should be as long as possible, as this is the opportunity to network. Lunch in the atrium worked well, as it allowed people to move around and interact with each other.
- It was noted that Robyn Jacobsen did an excellent job as the Master of Ceremonies and enabled a smooth shift between speakers. All members of the secretariat were involved in all aspects of the planning and execution of day, enabling the seamless execution of all aspects of the day.
- Attendees complimented the detail of the execution, especially noting the snacks of popcorn, liquorice and ice-cream sandwiches which all added an element of fun to the day.
- The Telus Spark Center offered an interactive tour of the venue preceding the speaker's series event which had a great response.

### *Speakers and Special Guests*

- The symphony exercise with the Calgary Philharmonic Orchestra was a high point and set the tone for the rest of the day. The exercise engaged the audience in a different "language", communicating the theme for the day through experiential learning. It emphasised the theme of collaboration in an unconventional way.
- The different formats and diversity of speakers worked well and kept participants engaged. In light of this diversity, it was good to have a unifying theme for the day. The diversity also served to reflect what it's like to work in a collaborative model and how collaboration is applied in different contexts.
- The speakers were extremely high calibre, engaging and interesting. The feedback was very positive. There was some comments that David Frum seemed less relevant than the other speakers.
- The panel were extremely compelling and the "talk show" format was a success. The real-life experiences related by the panel 'humanized' the collaborative experience. It was noted that a break in the middle of the panel discussions would have been beneficial, as people were in their seats for a long time. Nonetheless, most people stayed until the end of the day, signalling that people were thoroughly engaged in the discussion.

- Most of the speakers used examples from British Columbia or the United States and it was felt that it would have been valuable to have some Alberta content. It was noted that the experiences they related were still completely transferable to a CASA/Alberta context.
- It would be useful to require in the speaker contracts that they are expected at the venue one hour prior to speaking.
- Gifts for the speakers were in very large boxes, which was difficult, logistically. Gifts should be chosen with smaller packaging.
- The lighting on the stage was very bright, distracting some of the speakers. A dry run with the speakers would be valuable.

### **Execution of the Evening**

- The look and feel of the Telus Sparks Centre was fantastic, however there were not enough people in attendance to fill the space designated for the Gala. In addition, more seating would have been beneficial.
- People did not realise that the food had been set out as the space was vast and the food was only served for a very short time period. A recommendation would be that the food be served approximately 30-45 minutes after people arrive to allow some time for networking at the beginning of the event.
- There were mixed reactions to the quality of food served.
- The display of the posters were well-received and it provided a good conversation starter.
- Both the duelling pianos and the photo booth were a huge hit.

## Excerpt from the minutes of Communications Committee Meeting #64 ~ August 27, 2014

### Agenda Item #4: Focus and function for remainder of 2014

The Committee reviewed potential items that could require attention in the coming months:

- ‘Wrapping up’ the 20 Year Anniversary and building on the momentum (publicising photos and video, thanking sponsors, determining next steps for legacy materials, etc.).
- Continuing to promote the Guide to MCP:
  - Providing Interest-Based Negotiation training. There is money allocated in the CASA budget for a training session in 2014, but in the absence of a Communications Advisor, nothing has been planned.
  - Teaching/presenting the Guide to like-minded people (e.g. at events/tradeshows).
- Updating website content and adding social media “buttons”.
- Updating existing print and graphic materials to reflect CASA’s new brand.
- Developing a social media strategy – in the absence of a Communications Advisor, CASA’s social media presence is inactive.
- Providing advice on communications and public consultation to the Odour Management Team, the Electricity Framework Review Team, and the potential Non-Point Source Project Team.
- Preparing the Strategic Communications Plan, Tactical Plan, and budget for 2015.
- Preparing the 2014 Annual Report (should be initiated in March 2015).
- Preparing information for the Communications Performance Measures (should be initiated in January 2015).
- Continuing to develop the searchable database – in the absence of a Communications Advisor, this initiative has not been developed further.
- As previously discussed, due to the limited capacity of the secretariat to cover-off the Communications Advisor responsibilities, the Committee agreed that the main focus for the remainder of 2014 should be building on the momentum of the 20 Year Anniversary to:
  - Build CASA’s community of practice
  - Promote the Guide to MCP

***The Committee agreed to recommend that this discreet package of work be undertaken through a contract with a qualified consultant. There was money allocated in the CASA 2014 internal budget to cover the salary of a Communications Advisor for at least 3 months. This money could be used to cover the cost of a contractor.***

- The remainder of the identified tasks should be deferred until after the CASA 3 Year Performance Review discussions at the September and December board meetings.



**PLACEHOLDER**

**ITEM:**                    **6.1    New/Other Business**

**ISSUE:**                    At the time of printing there was no other new business.

**CASA Board of Directors  
Mailing List**

<b>Member Representative</b>	<b>Alternate</b>	<b>Sector</b>
<b>Brian Ahearn</b> , Vice President – Western Division Canadian Fuels Association 2100, 350 – 7th Avenue SW Calgary Alberta T2P 3N9 Bus: (403) 266-7565 brianahearn@canadianfuels.ca	<b>Peter Noble</b> Imperial Oil PO Box 2480, Station M Calgary, Alberta T2P 3M9 Bus: (403) 237-4144 Fax: (403) 237-2168 Peter.c.noble@esso.ca	Petroleum Products
<b>Leigh Allard</b> President & CEO The Lung Association, AB & NWT P.O.Box 4500, Strn South Edmonton, AB T6E 6K2 1-888-566-5864 x 2241 Fax: (780) 488-7195 lallard@ab.lung.ca	<b>Vacant</b>	NGO Health
<b>Ann Baran</b> Southern Alberta Group for the Environment Box 243 Turin, AB T0K 2H0 Bus: (403) 738-4657 couleesedge1@hotmail.com	<b>Vacant</b>	NGO Rural
<b>Cheryl Baraniecki</b> , Associate Regional Director General, West & North Environment Canada 9250-49 Street Edmonton, Alberta T6B 1K5 Bus: (780) 951-8687 Fax: (780) 495-3086 Cheryl.Baraniecki@ec.gc.ca	<b>Martin Van Olst</b> , Senior Analyst Regional Analysis and Relationships Environment Canada 9250-49 Street Edmonton, Alberta T6B 1K5 Bus: (780) 951-8958 Fax: (780) 495-3086 Martin.vanOlst@ec.gc.ca	Federal Government
<b>Rob Beleutz</b> , Environmental, Health and Safety Manager Graymont Western Canada Inc. 200, 10991 Shellbridge Way Richmond, BC V6X 3C6 Bus: (604) 249-1911 rbeleutz@graymont.com	<b>Dan Thillman</b> , Plant Manager Lehigh Cement 12640 Inland Way Edmonton, AB T5V 1K2 Bus: (780) 420-2691, Fax: (780) 420-2528 dthillman@lehighcement.com	Mining
<b>Martin Chamberlain</b> , Assistant Deputy Minister Resource Development Policy Division Alberta Energy 8th fl Petroleum Plaza NT 9945 - 108 Street Edmonton, AB T5K 2G6 Bus: (780) 422-1045, Fax (780) 427-7737 Martin.chamberlain@gov.ab.ca	<b>Audrey Murray</b> , Branch Head Environment and Resource Services Alberta Energy 12th Floor, Petroleum Plaza North Tower 9945 - 108 Street Edmonton, AB T5K 2G6 Bus: (780) 427-6383, Fax (780) 422-3044 Audrey.murray@gov.ab.ca	Provincial Government - Energy
<b>Claude Chamberland</b> , President Canadian Association of Petroleum Producers c/o Chamberland Consulting Ltd. #226, 30 Cranfield Link S.E. Calgary, AB T3M 0C4 Cell: (403) 824-6478 claudech@telus.net	<b>Vacant</b>	Oil & Gas – large producers
<b>Brian Gilliland</b> , Manager, International Environmental Affairs, Canada Weyerhaeuser Co. Ltd. 201, 2920 Calgary Trail Edmonton, Alberta T6J 2G8 Bus: (780) 438-2569 Fax: (780) 780-3125 brian.gilliland@weyerhaeuser.com	<b>Keith Murray</b> , Director, Forestry & Environment Alberta Forest Products Association 900, 10707 100 Ave. Edmonton, AB T5J 3M1 Bus: (780) 392-0756, Fax: (780) 455-0505 kmurray@albertaforestproducts.ca	Forestry
<b>Al Kemmere</b> AAMDC District 2 Director 2510 Sparrow Drive, Nisku, AB T9E 8N5 Bus: (403) 507-3345, Fax: (780) 955-3615		Local Government - Rural

Member Representative	Alternate	Sector
akemmere@aamdc.com		
<b>David Lawlor</b> , Director, Environmental Affairs ENMAX 141 50th Avenue SE Calgary, Alberta T2G 4S7 Bus: (403) 514.3296, Fax: (403) 514.6844 dlawlor@enmax.com	<b>Vacant</b>	Alternate Energy
<b>Holly Johnson Rattlesnake</b> Samson Cree Nation PO Box 159 Hobema, AB T0C 1N0 Bus: (780) 585-3793 ext. 291, Fax: (780) 585-2256 hjrattlesnake@gmail.com	<b>Vacant</b>	Aboriginal Government - First Nations
<b>Yolanta Leszczynski</b> , P.Eng SD/ Env Regulatory Coordinator Shell Scotford Manufacturing PO Bag 22 Fort Saskatchewan, AB T8L 3T2 Bus : (780) 992-3972 Yolanta.Leszczynski@shell.com	<b>Al Schulz</b> , Regional Director Chemistry Industry Association of Canada 97-53017, Range Road 223 Ardrossan, Alberta T8E 2M3 Bus: (780) 922-5902, Fax: (780)-922-0354 alschulz@telusplanet.net	Chemical Manufacturers
<b>Linda Mattern</b> , Assistant Deputy Minister Acute Care & Population Health Division Alberta Health 24 <sup>th</sup> Floor, Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 422-2720 linda.mattern@gov.ab.ca	<b>Dawn Friesen</b> , Executive Director Health Protection Alberta Health 23rd fl Telus Plaza NT 10025 Jasper Avenue Edmonton, AB T5J 1S6 Bus: (780) 415-2818, Fax: (780) 427-1470 dawn.friesen@gov.ab.ca	Provincial Government - Health
<b>Mary Onukem</b> , Environmental Coordinator Métis Settlements General Council Suite 101, 10335-172 Street Edmonton, AB T5S 1K9 Bus: (780) 822-4075, 1(888) 213-4400 monukem@msgc.ca	<b>Vacant</b>	Aboriginal Government - Metis
<b>Chris Severson-Baker</b> , Managing Director Pembina Institute Suite 200, 608 - 7th Street SW Calgary, Alberta T2P 1Z2 Bus: (403) 269-3344 ext. 101, Fax: (403) 269-3377 chrissb@pembina.org	<b>Ruth Yanor</b> Mewassin Community Council RR 1 Duffield, AB T0E 0N0 Bus : (780) 504-5056 ruth.yanor@gmail.com	NGO Industrial
<b>David Spink</b> , Environmental Sciences and Policy Consultant Prairie Acid Rain Coalition 62 Lucerne Crescent St. Albert, AB T8N 2R2 Bus: (780) 458-3362, Fax: (780) 419-3361 dspink@shaw.ca	<b>Bill Calder</b> Prairie Acid Rain Coalition 139 Calico Drive Sherwood Park, AB T8A 5P8 Bus: (780) 464-9996 bacalder@telusplanet.net; bacalder@icloud.com	NGO Urban
<b>Rich Smith</b> , Executive Director Alberta Beef Producers 165, 6815 - 8th Street NE Calgary, AB T2E 7H7 Bus: (403) 451-1183, Fax: (403) 274-0007 richs@albertabeef.org	<b>Humphrey Banack</b> Alberta Federation of Agriculture RR #2 Camrose, AB T4V 2N1 Bus: (780) 672-6068 Fax: (780)679-2587 gumbo_hills@hotmail.com	Agriculture
<b>Don Szarko</b> , Director Advocacy and Community Services Alberta Motor Association Box 8180, Station South Edmonton, AB T6J 6R7 Bus: (780) 430-5733, Fax: (780) 430-4861 don.szarko@ama.ab.ca	<b>Scott Wilson</b> , Senior Policy Analyst Advocacy and Community Services Alberta Motor Association Box 8180, Station South Edmonton, AB T6J 6R7 Bus: (780) 430-5523 Fax: (780) 430-4861 scott.wilson@ama.ab.ca	Consumer/Transportation

<b>Bill Werry</b> , Deputy Minister Alberta Environment & Sustainable Resource Development 11 <sup>th</sup> Floor, South Petroleum Plaza 9915 – 108 Street Edmonton, Alberta, T5k 2G8 Bus: (780) 427 1799, Fax: (780) 415-9669 Bill.werry@gov.ab.ca	<b>Rick Blackwood</b> , Assistant Deputy Minister Alberta Environment & Sustainable Resource Development 11th Floor, South Petroleum Plaza 9915 - 108 Street Edmonton, Alberta T5K 2G8 Bus: (780) 427-1139, Fax: (780) 427-8884 rick.blackwood@gov.ab.ca	Provincial Government - Environment
<b>Don Wharton</b> , Vice President Sustainable Development TransAlta Corporation 110 - 12th Avenue SW P.O. Box 1900, Station M Calgary, Alberta T2P 2M1 Bus: (403) 267-7681, Fax: (403) 267-7372 don_wharton@transalta.com	<b>Jim Hackett</b> , Director, Aboriginal Relations, Health, Safety Security & Environment ATCO Group, Utilities 800, 919 - 11 Avenue S.W. Calgary, AB T2R 1P3 Bus: (403) 245-7408, Fax: (403) 209-6920 jim.hackett@atcopower.com	Utilities
<b>Tim Whitford</b> , Councillor Town of High River Alberta Urban Municipalities Association 435 Riverside Green NW High River, AB T1V 2B6 Bus: (403) 336-1137 tfwhit@telus.net	<b>Vacant</b>	Local Government – Urban
<b>Wendy Boje</b> , Executive Director (Interim) Clean Air Strategic Alliance 10 <sup>th</sup> Floor, Centre West 10035-108 Street Edmonton, Alberta T5J 3E1 Bus: (780) 644-5160, Fax: (780) 422-1039 wboje@casahome.org		
<b>Vacant</b>	<b>Vacant</b>	Oil & Gas – small producers

**Board Members with Different Courier Addresses:**

Leigh Allard  
 Carolyn Kolebaba  
 Yolanta Leszczynski  
 Don Szarko

**Board Members Electronic Version Only:**

Brian Ahearn  
 Dawn Friesen  
 Jim Hackett  
 Chris Severson-Baker  
 Don Szarko  
 Martin Van Olst  
 Tim Whitford  
 Scott Wilson

**Board Support to Receive Board Book:**

Martina Krieger (to receive Bill Werry, Rick Blackwood and Sharon Willianen's Board Books)  
 Sharon Willianen  
 CASA Staff

\*\*\* Send Yolanta's by courier\*\*\* Follow up a few days after sending.

**Clean Air Strategic Alliance  
List of Stakeholder Groups and Representatives**

<b>Stakeholder Group</b>	<b>Sector</b>	<b>Member</b>	<b>CASA Board Representative</b>	
			<b>Director, Association/Affiliation</b>	<b>Alternate Director, Association/Affiliation</b>
Industry	Petroleum Products	Canadian Fuels Association (formerly CPPI)	<b>Brian Ahearn</b> , Vice President – Western Division Canadian Fuels Association	<b>Peter Noble</b> – Senior Regulatory Affairs Manager Imperial Oil
NGO	NGO Health	The Lung Association - Alberta & NWT	<b>Leigh Allard</b> , President & CEO The Lung Association - Alberta & NWT	<b>Vacant</b>
NGO	NGO Rural	Southern Alberta Group for the Environment	<b>Ann Baran</b> Southern Alberta Group for the Environment	<b>Vacant</b>
Industry	Mining	Alberta Chamber of Resources	<b>Rob Beleutz</b> , Environmental, Health and Safety Manager Graymont Western Canada Inc.	<b>Dan Thillman</b> , Plant Manager Lehigh Cement
Government	Federal	Environment Canada	<b>Cheryl Baraniecki</b> , Associate Regional Director General, West & North Environment Canada	<b>Martin Van Olst</b> , Senior Analyst Environment Canada
Government	Provincial Government – Energy	Alberta Energy	<b>Martin Chamberlain</b> , Assistant Deputy Minister Alberta Energy	<b>Audrey Murray</b> , Branch Head Environment and Resource Services Alberta Energy
Industry	Oil & Gas – Large Producers	Canadian Association of Petroleum Producers	<b>Claude Chamberland</b> , President Canadian Association of Petroleum Producers	<b>Vacant</b>
Industry	Forestry	Alberta Forest Products Association	<b>Brian Gilliland</b> , Manager International Environmental Affairs Weyerhaeuser Co. Ltd.	<b>Keith Murray</b> , Director Environmental Affairs Alberta Forest Products Association
Government	Local Government - Rural	Alberta Association of Municipal Districts & Counties	<b>Al Kemmere</b> , District 2 Director AAMDC	<b>Vacant</b>
Industry	Alternate Energy		<b>David Lawlor</b> , Director Environmental Affairs ENMAX	<b>Vacant</b>
Aboriginal Government	First Nations	Samson Cree Nation	<b>Holly Johnson Rattlesnake</b> Samson Cree Nation	<b>Vacant</b>
Industry	Chemical Manufacturers	Chemistry Industry Association of Canada (CIAC)	<b>Yolanta Leszczynski</b> , SD/ Env Regulatory Coordinator Shell Scotford Manufacturing	<b>Al Schulz</b> , Regional Director Chemistry Industry Association of Canada (CIAC)

**Clean Air Strategic Alliance  
List of Stakeholder Groups and Representatives**

Government	Provincial Government – Health	Alberta Health	<b>Linda Mattern</b> , Assistant Deputy Minister Acute Care & Population Health Division Alberta Health	<b>Dawn Friesen</b> , Executive Director Health Protection Alberta Health
Aboriginal Government	Métis	Métis Settlements General Council	<b>Mary Onukem</b> , Environmental Coordinator Métis Settlements General Council	<b>Vacant</b>
NGO	NGO Industrial	Pembina Institute	<b>Chris Severson-Baker</b> , Managing Director Pembina Institute	<b>Ruth Yanor</b> Mewassin Community Council
NGO	NGO Urban	Prairie Acid Rain Coalition	<b>David Spink</b> Prairie Acid Rain Coalition	<b>Bill Calder</b> Prairie Acid Rain Coalition
Industry	Agriculture	Alberta Beef Producers	<b>Rich Smith</b> , Executive Director Alberta Beef Producers	<b>Humphrey Banack</b> Alberta Federation of Agriculture
NGO	Consumer Transportation	Alberta Motor Association	<b>Don Szarko</b> , Director Alberta Motor Association	<b>Scott Wilson</b> , Senior Policy Analyst Alberta Motor Association
Government	Provincial Government – Environment	Alberta Environment Sustainable Resource Development	<b>Bill Werry</b> , Deputy Minister Alberta Environment and Sustainable Resource Development	<b>Rick Blackwood</b> , Assistant Deputy Minister Alberta Environment and Sustainable Resource Development
Industry	Utilities	TransAlta Corporation	<b>Don Wharton</b> , Vice President Sustainable Development TransAlta Corporation	<b>Jim Hackett</b> , Director, Health, Safety, Security & Environment Health & Safety, Environment ATCO Group, Utilities
Government	Local Government – Urban	Alberta Urban Municipalities Association	<b>Tim Whitford</b> , Councillor Town of High River Alberta Urban Municipalities Association	<b>Vacant</b>
Industry	Oil & Gas – Small Producers	Vacant	<b>Vacant</b>	<b>Vacant</b>

# Meeting evaluation form



Meeting: CASA Board Meeting  
Date of meeting: September 18, 2014  
Meeting place: Archives and Museum  
10425 – 99 Avenue NW  
Edmonton, AB T5K 0E5

10035 108 ST NW FLR 10  
EDMONTON AB T5J 3E1  
CANADA

1. Were the objectives as listed in the agenda accomplished? Yes  
No

2. The objectives we did not accomplish are:

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3. How can future meetings be improved?

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4. Did the board book (decision sheets, attachments, reports) provide you with the information needed to make informed decisions? Yes  
No

Comments/Suggestions:

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5. Do you have any other feedback you would like the Executive Committee to consider? Yes  
No

Comments/Suggestions:

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6. How do you feel about the value of this meeting for the time you spent here?

Comments/Suggestions:

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Name (optional): \_\_\_\_\_